

# strategy

MAY 2007 \$6.95

bold vision brand new ideas

**This issue is printed on Forest Stewardship Council-certified stock,** containing 25% post-consumer waste. This magazine also contains CSR execs thrashing out the globally warming realm of eco- and social-cause efforts, yielding 100% pro-consumer Brand Do's – and more importantly – Don'ts. Social and environmental Doing Good ideas are also contained in this issue's certified winners of *strategy's* cause+action awards **Honouring CSR Brand Plans That Are Changing Minds. And Matter.** By reading this issue, you are helping to create sustainable social strategies for brands. It's a little more effort, but it's worth it.





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\*Source: NADbank 2006 versus NADbank 2005; Toronto Sun readership markets; 18+ (Sun/24 hours combined)

† White collar: Senior Management, Other Management, Other White Collar, NADbank 2006.

\*\* CPM based on full page, black & white at lowest published rate according to February 2007 C.A.R.D.



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*strategy* once again asked media agency brass to identify the top new talent in their shops. In the first instalment of our annual **Rising Young Media Stars** series, there's a lot of focus on emerging digital media opps, but old school notions like clever traditional and the value of context are also hot.

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**Mary Charleson** examines the difference a strong social strategy makes; while **Will Novosedlik** ponders the saming of the screw.

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To complete this issue's green theme, **Taxi** suggests a way that everyone can recycle.





## Be more interesting

At a recent *strategy* event, Leo Burnett's Jason Oke described a different kind of energy crisis. Presenting results of the agency's engagement research at the curiously dubbed Hungry Dogs and Chocolate Wrappers, Oke says that testing ads in a real environment (within new primetime series), revealed folks were more annoyed at the commercial interruptions than feedback from within the rarified confines of a focus group typically indicates. Digging a little deeper, they determined that "most brand communications do not leave people with a good feeling." On the flip side, ads that did pass engagement muster uniformly left people with positive energy. Thus, the energy crisis warning for ads. Generally, Oke advises marketers to "Be More Interesting" in their messaging. He also asked the assembled: "Are you leaving enough out?", encouraging marketers to make sure their brand leaves room for consumers to insert themselves into the picture – providing space to somehow relate or co-create.

For anyone who wants to craft a more effective engagement strategy, Oke says first consider what could genuinely interest your consumer. Start with: "what's in it for them," then work your brand goals into that scenario. As per mom, guests first. It sounds like common sense, but it's not all that commonly deployed. First of all, being original and stepping away from a concentrated brand sell is risky. Dove's Real Beauty wasn't a sure thing. But now it seems everyone in the category wants a piece of that mindspace. The risk paid off, as brand authenticity on the subject of beauty image crusader goes to Dove. Plus, finding a useful and universally "interesting" angle is hard. (This is why there's so much humour in advertising.)

Sitting here writing this on Earth Day, after poring over endless green mag issues and TV coverage on planet saving, I will bravely go out on a rotting limb and say sustainable development and related corporate social responsibility interest everyone now. And recent studies have consistently found that people are increasingly looking to business to step up and play a role in problem solving, citing it as a key factor in brand loyalty.

Therefore, *strategy* has been devoting more attention to companies' social strategies, ranging from sustainable development to cause marketing efforts. This focus is now culminating in our green issue (replete with FSC stock), featuring the people and programs making sustainable strides, plus the winners of:

### **strategy magazine's cause + action awards. honouring CSR brand plans that are changing minds. and matter.**

Whether our cause + action heroes took on a global battle against YouthAIDS, helped local kids or took wholesale steps to reduce, reuse and save energy, there's a correlated impact on that other energy crisis. These brands are Being More Interesting, and definitely leaving room for the consumer to be part of the picture and pitch in. And that's why we like Home Depot so much as our first overall cause + action winner. Its DIY approach to providing Eco Options for consumers is the ultimate manifestation of "You can do it, we can help." All of the winning brands took a partnership approach with their consumers, their employees, suppliers and even other brands in some cases, and they made a big impact.

This issue, as we recognize brands that have gone out on a limb and successfully grown CSR programs that are changing their industries (and the planet), *strategy* congratulates everyone who entered the c+a awards. It's really inspiring to see the breadth and scale of the work being done. And for their time and their grey cell power, we thank our judges, and all the CSR experts who participated in our roundtable this issue, and/or acted as advisors for content development. To everyone else, read on, and hopefully next year your case study will make the cut!

Cheers, mm Mary Maddever, exec editor, *strategy/MIC*

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## A changing of the guard at Brunico

Many of you will have read or heard by now that Jim Shenkman, the founder of Brunico Communications Inc., the parent company of *strategy* and *Media in Canada*, has sold the company after 21 years.

*Strategy's* sister publication *Playback*, the bible of the film and TV industry in Canada, was launched in 1986. *Strategy* followed three years later. Today, the company also publishes three B2B magazines from Toronto that are global leaders in children's entertainment (*KidScreen*), non-fiction entertainment (*RealScreen*) and TV commercial production (*Boards*). In addition to daily e-newsletters, Brunico also organizes the *Media in Canada*, Understanding Youth, and other marketing and entertainment industry conferences in Canada. Its biggest events are the *KidScreen* Summit and *Boards* Summit in New York, the *RealScreen* Summit in Washington, D.C., and the *Boards* Creative Workshops across North America.

For the past two decades Jim has been a fixture at industry events, and over the years, he and all of *strategy's* editors and publishers have built a brand that I'm proud to represent. *Strategy's* Agency of the Year is the most sought-after award for ad agencies, and interest in the Creative Report Card standings has reached the point that agencies are keeping their own scores. *Strategy* is also firmly entrenched in the marketing community as the leading industry publication, and is respected for providing deep insight. Jim's vision and passion have been a catalyst for our success, both brand-wise and personal. The good news is that he has not left the building. Jim will be staying on as chairman.

Russell Goldstein and a group of private investors are the new owners of Brunico Communications. Russell is one of the original employees of Digital Cement, a Toronto-based agency specializing in branded CRM programs. This customer-focused marketing experience will be especially helpful to Brunico as we continue our efforts to connect, educate, and inform the communities we serve.

For the readers of *strategy* and the team that puts it together it's business as usual. There's a new captain at the helm but we're on the same course, with the same crew.

\* \* \*

In unrelated news, I had the pleasure of being invited to judge the Advertising Educators' Association of Canada's creative competition earlier this week. Second- and third-year students from advertising programs at nine community colleges competed for top honours, putting together a campaign in a mere seven hours after receiving the brief. Marks were awarded for being on strategy and creativity, and I am mentioning them, because I thought the output was remarkable! Some of these teams of six managed to put together campaigns that I think might quite easily have been accepted by the client and delivered the desired result – and all in less than a day's work. Congrats to the winning teams from Centennial, Humber and Loyalist colleges and to the committee helmed by Gord Oglan for recognizing the importance of inspiring and challenging the creative teams of tomorrow.

cm

Claire Macdonald, publisher, *strategy/MIC* 416.408.0858

## UPCOMING SUPPLEMENTS

July 2007

### Integrating Interactive

and

### Marketing to Boomers

#### Who's changing the game?

This August we're singling out the brands and companies who are disrupting the conventions of their categories. So we're looking for the brands that are fusing creativity with technology, staying ahead of the marketplace, and deploying new strategies and tactics to lead and change their corner of the industry. The RIMs, the Apples, the PC Organics of the world. If you know of a company that is changing the rules, please send us your picks for who should make the cut in our first ever STEP CHANGE issue.

#### Do you know the Next Icon?

Last September we named seven marketers and agency leaders to our first list of Next Icons. The likes of DDB Canada CEO/chairman Frank Palmer, ZenithOptimedia president/CEO Sunni Boot and Home Depot Canada president Annette Verschuren offered their picks for their replacements – essentially the can't-miss up-and-comers in the industry set to become the next leaders. Their A-list nods included Taxi Toronto president Rob Guenette, Zenith's SVP/GM Julie Myers and Summerhill Group /founder CEO Ian Morton, who's behind some of Home Depot's madly successful eco-friendly efforts.

This year we're doing it again. We're looking for those with passion, drive, vision and smarts.

Do you know someone who has what it takes? Do you know the Next Icon?

**Submit your picks to  
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The new Canon Color imageRUNNER 80 Series. More than anything else on the market, these colour multifunctional devices will ensure you get precisely the array of fast, intelligent features to help you do your job better. • With colour print speeds ranging from 26 to 51 pages per minute, the 80 Series offers you the opportunity to select a product more versatile and affordable for you. • The new Enhanced Resolution System technology produces 1200 dpi, multi-bit depth documents with improved fine lines and detail, all at rated speed – there's no slowing down at higher resolutions! • 12" x 18" media handling through 5 paper sources to create 11" x 17" documents with full bleed. • External Fiery controllers meet the demands of graphic arts requirements by providing users with high performance colour output. • Built on the latest Altona System 8 architecture, the ColorPASS GX-100 passes the Altona Test Suite to deliver such unique features as Print Gray as Black and Composite Overprint. • Using Spot-On Colour Management, easily match important logos to the exact corporate Pantone colour. • The "Rip 1 While Print 2" feature allows the EFI controllers to start to RIP a new file, while the previous file is printing, allowing you to print more documents quicker. • Trace & Smooth feature enables you to convert scanned text and line-art images to scalable outline data that can be manipulated in Adobe Illustrator. • New Twin Belt Fusing technology provides better toner bonding to paper, and increases the appearance of solid colours. • Incorporates Canon's third generation oil-less toner to produce eye-catching colour with just a touch of gloss. • Leading edge colour management tools streamline document workflow for colour proofing and printing within a graphics environment. • While the Color imageRUNNER 80 Series has a model that will fit into your business perfectly, everything we can tell you about them won't fit here. So if you would like to learn more, please visit [canon.ca/imageRUNNER](http://canon.ca/imageRUNNER) today.

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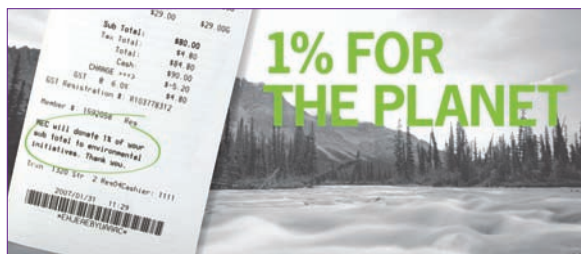
# "You can definitely d

## MEC URGES BIZ TO GIVE GREEN TO GET GREEN

"You can definitely do well by doing good," Peter Robinson, CEO of Vancouver-HQ'd Mountain Equipment Co-op (MEC), told a press conference last month. MEC has teamed up with environmental network One Percent For The Planet (1%FTP), which includes companies that donate at least 1% of their annual revenues to environmental orgs, and Community Foundations of Canada.

The chain will support its 1%FTP involvement with in-store signage and a spread in its catalogue.

MEC began in 1971 as a socially and environmentally responsible retail co-op selling clothing and gear for people to enjoy outdoor recreation. Today it's Canada's leading retailer in the segment and has given over \$9 million to Canadian environmental initiatives since 1987. By 2006, sales reached \$221.4 million.



Robinson pointed out that he won't be selling outdoor gear much longer if there's no great outdoors left. He urged other businesses to take up the 1%FTP challenge, arguing that going green will help their bottom lines as much as the environment.

As Yvon Chouinard, 1%FTP member and founder/owner of Patagonia, has stated: "Every time I've done the right thing for the environment, I've made a profit." **PC**

## PICK FROM ABROAD

### Shooting up B2B



Ooh, data scan technology! How exciting! Well, not quite. So Worcestershire, U.K. firm DataScan Systems turned to Birmingham, U.K.'s TAMBA Internet, to make its products a little more interesting. The result is "Barcode Bedlam," a shooting game that allows

users to fire at targets with handheld barcode scanners in environments ranging from retail to pharmaceutical.

While the game's primary target is B2B, it also aims to generate mass brand awareness and capture e-mail addresses. It was seeded through TAMBA's contact list of commercial and viral sites. Within nine days of its April launch, the game had attracted almost 400,000 plays and scored number one and number two positions on the viral trackers Killer Viral and Viral Chart respectively. We're waiting for MRI Mayhem. **AB**  
[www.datascansystems.com/game](http://www.datascansystems.com/game); [www.tamba.co.uk](http://www.tamba.co.uk)

## BRIDEZILLA VIRAL SPREADS TO WIG OUT WEEKEND ON MUCH



How could the famous "Bride Has Massive Hair Wig Out" viral video not have a future? Over two million YouTube visitors reportedly went wild over it a few

months back, plus media all over the world picked up the story.

And now Unilever's Sunsilk and Toronto's Capital C – which concocted the spot – have figured out how to leverage Wig Out's fame and expand the brand's positioning as coming to the rescue on those inevitable bad hair days, by enlisting the target demo (females 20-30) as content providers.

In cahoots with MuchMusic, Capital C and Toronto's PHD came up with "Wig Out Weekend." For about eight hours of programming May 12-13, Sunsilk has reserved all of the commercial inventory. The brand will fill the 12 minutes per hour, says CHUM Television marketing director Susan Arthur, with seamless, "non-traditional, non-disruptive" spots.

The content amounts to CGC at its best. In mid-April, both Much's and Sunsilk's websites solicited consumers to post video of themselves wiggling out over hair problems. The best will be adapted for 24 spots that will run for about 100 minutes during the weekend.

Comedian Trevor Boris, host of Much's *Video on Trial*, will



MC throughout the Wig Out Weekend programming, introducing the shows and the Sunsilk spots and quipping about hair disasters. Arthur says the shows themselves "are all themed to complement the Sunsilk brand," and

include: *Worst Celebrity Hair Moments*, *House of Carters*, *True Hollywood Stories*, and two MuchMusic-produced original offerings called *Born To Be*.

The payoff for those who are brave enough to let the world see them at their worst includes daily draws beforehand for \$100 gift cards from Shoppers Drug Mart and a \$10,000 grand prize.

By Terry Poulton

## WATER COOLER

### ASKING CANADIANS

Which home improvement store do you prefer?

Home Depot	42.1%
Canadian Tire	29.8 %
Rona	18.2 %
Reno Depot	2.8 %
Other	7.1 %

This poll of 1,000 Canadians was conducted by the Asking Canadians™ online panel between March 23 and March 26, 2007.  
www.askingcanadians.com



### EBAY HELPS MC HELP BIG BROS.

MasterCard, a longtime supporter of Big Brothers Big Sisters of Canada, “wanted to try something new this year, because with our CHL, NHL and PGA sponsorships we have access to some assets that we know a lot of Canadians would think are priceless, unique experiences,” says Tammy Scott, Toronto-based VP, brand marketing, MasterCard. “So we thought, let’s try an eBay auction.”

MasterCard’s “Priceless” brand strategy provided a strong platform. They awarded unique “priceless packages” to the highest bidders – tickets to the Stanley Cup final game, backstage and VIP access to CBC’s *Hockey Night in Canada*, and a golf day with Bobby Orr at the Canadian Open.

The fundraiser garnered over \$19,000, and matching that dollar for dollar (and then some), the brand donated more than \$39,000 to BBBS.

From the amount raised, to media impressions and market buzz, Scott rates the first-time team-up with eBay Canada a big success. “Definitely I would keep the door open on the possibility of doing more. Obviously people want to donate money out of the kindness of their heart for great organizations like BBBS, but playing on the Pro-Am tour with Bobby Orr in

exchange for donating money for a great cause to me is a real win-win.”

To date, more than \$95 million has been raised for charities through fundraising on eBay.

And since 2005, eBay has let companies credit its fees back to the charity. “It’s a huge



advantage for them now to come on board,” says Erin Sufrin, manager, PR, eBay Canada, noting that the number of brand-sponsored charity auctions has at least tripled since the policy came into effect.

Sufrin says the online auction route is becoming a recognized way to do something that’s low cost but very far reaching. “I think certainly as charities and companies see others having success, they’re saying ‘Hey, maybe this is something that we can do.’ And they’re using eBay, which has its own built-in buzz factor, to spread a lot of awareness, not just in Canada, but worldwide.” *By Crissandra Ayroso*

## Brilliant!

◀ By Annette Bourdeau ▶

**In a world full of processed and even synthetic food, many consumers are hungry for more natural choices. Mayo brand Hellmann’s is appealing to this with a new guerrilla effort which will set up urban community vegetable gardens and reinforce the brand’s “natural” positioning.**



### Hellmann’s grassroots effort

“We’re working to shorten the distance between gardens and tables,” explains Sharon MacLeod, director, spreads and dressings at Toronto-based Unilever Canada. “There’s no question that consumers are interested in eating ‘real’ food...we want to tie the brand back to the ideas of ‘simple’ and ‘natural.’”

Hellmann’s sent a DM “invitation” to urbanites in early April to drive them to [www.hellmanns.ca](http://www.hellmanns.ca) from April 9 to May 9 to apply for gardening space. The chosen gardeners will start planting their veggies late this month. “We’re going to create [the gardens] in parking areas,” says MacLeod. “We’re looking to reach a mass audience with this. We want to reach people in urban areas.”

The program will run in Vancouver, Calgary, Toronto, Montreal and Halifax, with up to 50 plots in total.

The idea originated at Ogilvy Toronto. Unilever is also working with Toronto-based agencies Segal Communications (groundwork), Dashboard (website), PhD (media) and Harbinger (PR) on the initiative.



## MyThum recognized as new media leader

MyThum Interactive has been recognized as a new media leader for our innovative and creative work driving the success of the new media industry. MyThum is one of three finalists nominated for the prestigious "Company of the Year" award category at the 7th annual Canadian New Media Awards (CNMA). Representing almost every province in Canada, the 2007 finalists will be recognized for significant accomplishments in the digital interactive media space. Debra DiGiovanni, from the Much Music show Video on Trial and The Last Comic Standing, hosts the awards show May 28th, 2007 at The Carlu in Toronto

## Canadian mobile grows as landline dwindles

The Canadian mobile market is growing their customer base while the wireline market is shrinking. The Canadian mobile phone industry had operating profits of \$1.2 billion in the third quarter of 2006, according to Statistics Canada. This is the first time that quarterly profits have passed \$1 billion in the Canadian industry's history. Mobile subscriptions grew by over 10% while residential wireline connections fell by 6.5%. Additionally, mobile makes twice as much profit on each revenue dollar than wireline phone companies.

Source: eMarketer

## Scissor Sisters reward green fans with SMS

Scissor Sisters are rewarding fans who sign up to their campaign to stop global warming by sending them "cool" text messages. Subscribers will receive two energy-saving SMS alerts every month, encouraging them to join the fight against global warming. Source: yahoo.ca

## Mobile Factoids

Canada has 56 cellphones in use for every 100 Canadians while the United States and Britain have 75 and 102.2 cell phones in use, respectively.  
(CBC News)

Globally, wireless penetration has reached almost half of the world's population with 2.7 billion mobile subscribers, two-thirds of which are active SMS users. (Mobile Marketing Association)

Text messages represent 48% of all written communication by the 15 to 24 year-old age group.  
(PR Web)

US text messaging almost doubled to 158 billion in 2006, an increase of 95% while the number of MMS sent more than doubled, jumping by 145.5% from 1.1 billion in 2005 to 2.7 billion in 2006.  
(CTIA)

29% of teens in the US send more than 10 SMS per day while users over the age of 35 account for 39% of active text messagers. (PR Web)

Ownership of music-enabled mobile phones is growing rapidly in the U.S. and Western Europe, while the UK leads the way with 40% penetration.  
(M:Metrics)

According to a study done by Cingular Wireless, 33% of respondents said they use SMS to communicate with a date or mate, representing a 6% increase from last year. 28% reported using SMS to avoid long conversations.  
(Cingular Wireless)

Mobile phone subscriptions in the EU outnumber citizens for the first time, with mobile penetration in Europe reaching 103%, up from 95% in 2005.  
(Textually. Org)

Welcome to Txtrends, the mobile media newsletter from MyThum Interactive.

Each month, MyThum keeps Canadian marketers and media partners informed about the use of the mobile channel around the world and right here at home.

**To subscribe to Txtrends, email your contact info to [subscribe@mythum.com](mailto:subscribe@mythum.com)**



UNIVERSAL MUSIC



Universal Music Canada and retail partner CDPLUS are giving music fans a chance to win 1 of 4 amazing prize packs. To promote compelling new artists including James Morrison, The Fratellis, The Feeling and Klaxons, participants enter the contest by texting CDPLUS to 909090 (50¢ per text message). Prizes include a Nokia MP3 and video phone, \$100 Rogers Wireless gift card and a truetone from Universal Music. As an added bonus, contest participants can reply to the response message and receive a call back to listen to a hit song from one of these great artists. Contest starts April 2 and ends on May 28, 2007. Visit, [www.connected.umusic.ca](http://www.connected.umusic.ca), for more details.



The Coors Light Brewing Company is looking for energetic, fun loving people to join their team interested in après skiing, loud music, dining and dashing and eating meat. If this sounds like you or someone you know call 1-866-733-3873 to find out more information and to see if you fit the description of an ideal Coors Light team member. Choose option number 2 to sign up for SMS alerts to become an Insider and to gain access to exclusive events and cool contests.



CBC's Hockey Night in Canada lets fans determine the three stars of the game. Broadcast online and on-screen at the end of every NHL playoff game, fans text in to vote for who they believe to be the best player of the night. Every vote counts as an entry into a draw for a chance to win 1 of 50 authentic Hockey Night in Canada jerseys with the winners being announced at the end of the Stanley Cup Playoffs. Tune in for your chance to win!



Hey Sens fans! Test your Sens knowledge with Bell Playoff Trivia. To play, text the word TRIVIA to the shortcode 24680. During the playoffs, you'll get Sens Trivia sent directly to your phone in the 2nd period. Each correct answer gets placed into a random draw to win a Sens prize pack and a draw for the grand prize which includes Sens seasons tickets for the following year.



# Carving your **sustainable social strategy** space

More closely aligning a brand with a good cause, creating one, or making change as it relates to sustainable development is a higher priority today. The thinking goes: Doing good is good for business. But with everyone joining the fray, how can brands differentiate and best create awareness for their eco- and social-cause efforts? Bottom line: What works? What doesn't?

◀ By Annette Bourdeau ▶

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**Helen Burstyn,**  
board chair, Ontario  
Trillium Foundation



**Dennis Darby,**  
senior director,  
North American  
external relations,  
Procter & Gamble



**Elizabeth Margles,**  
VP communications,  
Loblaw



**David Paterson,**  
VP corporate and  
environmental affairs,  
GM Canada



**Lyle Clarke,**  
project leader,  
environmental strategy,  
LCBO

It ain't easy crafting successful social strategies. And a recent article in the *Harvard Business Review* suggested that CSR doesn't even provide a competitive advantage. Others argue that cause marketing is still in its infancy, but that building solid social frameworks takes time and pays off in the long run.

There's also the human factor. When *strategy* asks top execs what they care about, many describe their brand's CSR efforts; whether it's conservation, ethical sourcing or diversity they're focusing on, they tell us: "Consumers are asking for it."

And when you deliver, judging by the success of Dove's "Evolution viral," the payback goes beyond purchase influence and into the realm of unparalleled WOM. Think of Home Depot, which runs an eco product program, reuses scrap material to help Habitat for Humanity and runs trade-in programs to replace old, polluting appliances with new, energy-efficient models. Feel-good messages, when done right, can translate into eco-brand positioning.

This social issues agenda also extends to philanthropy. Donations are now strategic. And this has changed the way charities need to partner with brands.

*Strategy* brought together eight folks in the throes of strategic social planning to discuss the hurdles, the logistics, the feasibility of carving out a distinct program, and, most importantly, the rewards of doing good.

**McArthur:** Now that having a social strategy has become almost table stakes, how do you differentiate?



**Darby (P&G):** Doing the right thing is becoming the price of entry. My fear is if an entity thinks that it can use that backdrop as a competitive advantage long term, my advice would be that you can't. Twenty years ago, I was at P&G when we did the President's Choice diapers and the recycled content. For a very short time, people tried to make recycled

this all going to go? Where is the point of difference? Where are those nuggets of insight?

**Margles (Loblaws):** First of all there's this issue of transparency. You really have to be out there with why you're doing this, what is going to be the perception of why you are doing this.

**It's the demonstration of leadership** and momentum and all those caring things about the community that a brand needs to create around itself

content a competitive advantage. And now, it's not. What I have seen, because I have the unfortunate fortune of having to work with the U.S. as well, is so many retailers in the U.S. have all jumped on the "We're greener than you" bandwagon. It's like okay, hold on, where's

Is it purely for marketing? Is it for something else? When we talk about Green Washing, we talk about people coming into this because it's trendy. We have so many competitors who have come out with environmentally friendly bags. With our new bags [that launched last month], for example, we took the time so we can say this is Canada's greenest bag, it's made from 85% post-consumer waste. It's going to hold up for over 50 round trips. And we're

Loblaws's organic products are complemented by bags made from 85% post-consumer waste

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GM offers customers \$1,000 to send their old, polluting auto to Car Heaven and buy a new one

closing the loop. So that when it does reach the end of its life cycle, you bring it back to the store, we'll take it and ship it back to the manufacturer to be recycled. We're offering it at 99 cents a bag, and every time you use it you get 10 cents back. So 10 trips and the bag has paid for itself. It's an aggressive program, but what we learned from past mistakes is to take the time to do it right the first time, and make sure it's embedded within the business.

**McArthur:** What about the issue of owning a space? Is it realistic for a brand to own a cause?

**Paterson (GM):** I don't think you have to worry about owning a space. I don't think anybody can own, for example, community and hockey. I don't think that's possible. But I think you can own an association with a sense of community for your brand.

**Burstyn (Trillium):** The ship is listing to one side. Everybody's doing the environment and the sustainability thing right now. What happened to when everybody used to do the arts? And what happened when all the arts funding got pulled out?



**McArthur:** It's a concern but once you've decided what to focus on, how do you get started?

**Clarke (LCBO):** The environmental file is so extraordinarily complex that getting your message out about the choices that truly have impact on the environment is difficult. For every organic product out there, there's a study out there that says if everybody had that product you'd have to level a forest. Particularly, if you're lining up your strategy with your business imperatives, there are competitors who recognize that, and are looking for ways to get their own competitive advantage by drawing attention to controversy surrounding your strategy. That is an extraordinarily difficult hurdle.

**Pigott (JWT):** The only way you can do it is to take care of yourself internally first. You've

got to tighten up your own operations, or at least declare your intent before you start to tell people about it. We relaunched Shell nine years ago out of work we did in London, and, as you remember, they were in a disaster because of their operations in Nigeria, and they came around. Mark Moody-Stuart [Shell's chair at the time] said: "We're all about sustainable development now." You'd think they would get crucified. But the reality was the stakeholders – and we've measured all over the world when they went out with this message – took a look at that and decided that they were serious. And even though they were far from perfect, [the stakeholders] bought into the intent of the company. It passed the credibility test.

**Paterson (GM):** Sometimes, there's so much misunderstanding and clutter out there about what it is to be green. There's an educational part that you have to work through in your

program before [it] can be successful. For example, we partnered with Car Heaven. The new cars are clean. We have a bunch of old cars on the road that aren't as clean. And therein lay an opportunity with this Car Heaven program. We gave an incentive – when you have an old car and trade it in, we'll give you \$1,000 towards a clean car. This program accelerated and has just been voted in the budget as something

that needs to expand across Canada. What started with that simple idea – that was shocking to some people "I thought I should drive my car for 20 years and that would be a green thing to do." And we've had 25,000 cars returned now. And it really came because of the coming together of the social plan that was well-founded, well thought-out...and I sell more cars.

**Darby (P&G):** We have a global architecture from which we can draw and decide what we want to do in Canada, and what isn't practical. We have some leverage, but not a lot. If a vendor said to me: "We want you to put all your products in this kind of packaging in Canada," that would be very difficult for us. Canada is 3.5% of a global market, so it's hard to make product design or packaging design uniquely for



Canada. So you have to figure out what works and what you can take.

**Margles (Loblaw):** You get to the point where you say okay, right, this is what we're doing. This is how we want to make it strategic, we want to be official about it, and then you go out there and there are 99 different standards to live up to. And which one is more relevant to your market, and which one makes more sense for you and which one is more legitimate, and have customers heard of any of them, and are any of them meaningful to anyone other than yourself? So you can see how smaller companies want to do the right thing, and then they take the first step towards trying to do that and just get overwhelmed with everything that's out there.

**McArthur:** What about finding relevant causes? How important is it to make sure there's an alignment with your brand? And, how do you establish credibility?

**Morton (Summerhill):** I'm a little bit biased on this one [Home Depot is a Summerhill client], but one example of a company that's doing it well is the Home Depot. It speaks to how they're aligning issues of the environment and society to their core business proposition. Everything from how they merchandise, to how they engage their associates, to how they deliver. My view would be it's an evolution. Traditional CSR, which may be a flashpoint, has been about compliance. For the leading companies, it's a part of the business strategy.

**Smith (CBSR):** Home Depot has its social strategy built into its structure, from the support team right down to educating the consumer. They caused changes in the supply chain. That's huge.

**Darby (P&G):** Wal-Mart has set a vision: "We want to be the greenest company and we will drive our suppliers to help us get there." It's an interesting strategy.



Tide Coldwater program succeeded because it intersected not-for-profits, electric utilities and a trusted brand

**Burstyn (Trillium):** With Wal-Mart, I can't just think of them in the context of how green are they...I think other things; I think of labour issues.

**Paterson (GM):** Hummer is a brand that we've all heard of. You wouldn't put it as number one on your environmental list, but it is the number one vehicle for off-roading. They have an association with the Red Cross. When Hurricane Katrina came along, it was the only vehicle that could get into the disaster zone. So it is a very credible association.

**Darby (P&G):** I really think that the brand itself has to be credible in what it delivers, and consumers will vote with their feet if they don't think it is credible. It's got to work. You've gotta make sure you're delivering the benefit of your brand, and providing a benefit beyond, which is sustainability. If it's credible, it will be sustainable. By and large, [tech advantages] are not sustainable over time. If I say I'm doing 50% recycled material on my shampoo bottle, someone will find a way to do 100%.

**Morton (Summerhill):** On Tide's Switch to Cold program, we calculated the savings

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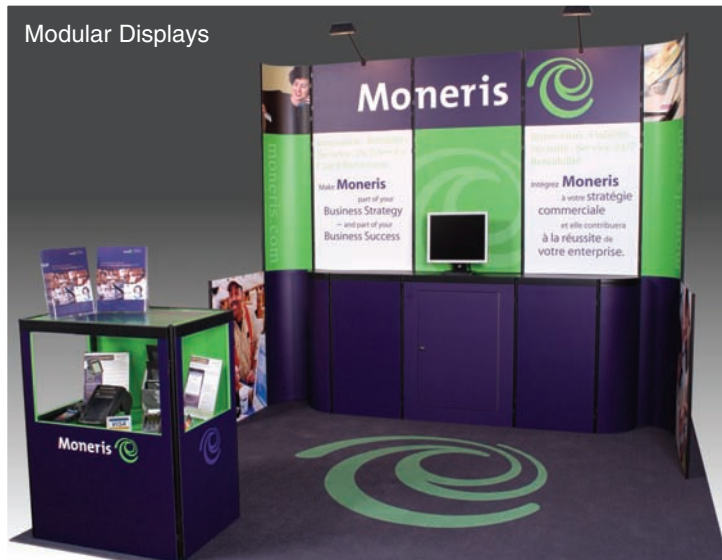


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Hummer, not a brand synonymous with sustainability, found authenticity in maximizing its off-road ability to help out after Hurricane Katrina, and is a Red Cross partner

that were going to accrue from that program because people want to know. We worked with energy utilities across the country. What made this program highly successful was the intersection between not-for-profits, electric utilities and brands that people trust.

**Darby (P&G):** When you do something, whether it's Tide or Car Heaven, business is being held to a standard and you have to be able to say here are some metrics, because consumers can be very skeptical. Stakeholders are holding us accountable, too.

**McArthur:** Let's talk more about metrics. How do you measure social impact?

**Paterson (GM):** We give away minivans to the United Way across Canada to drive

in their communities, so people see a GM vehicle on the road, and we call it Community Wheels. We do try and measure the results. But at the end of the day, what blew away everything else was the story of a woman who used the van to see the sea for the last time before she died. It spread as a great story. She accounted it to the fact that she had the van. And that story kept me funded for the next three years. Sometimes we do get a little over the top on the number crunching side.

**Darby (P&G):** When I ask for money for a cause, the application form for me as a country leader to get money from the global fund takes three hours to fill out. You must report each year, and if it doesn't meet the metrics in terms of how many lives you touch or how many children you impact or

whatever the metric is, you don't get the money the next year. You have to say, we gave this money to Junior Achievement, and we went into 15,000 classrooms, so the money was spent the way we said it would be.... With corporate philanthropy, someone comes in and says: "Give me \$100,000." I say: "Tell me what you're going to do with it, and how you're going to measure it."

**Clarke (LCBO):** I think more and more companies are going to look for causes that have measurable results. They don't want to just measure their CSR by the value of a cheque they write. Are young women feeling better about themselves because of Dove? It's that kind of thing that companies will be looking for because consumers are demanding results. Particularly if you're going from a middle-of-the-pack position to a leadership position. The only way to get there is tangible, measurable, visible results.

**Morton (Summerhill):** Environment is one of those nice things where there are tangible metrics you can measure, and that does have a business and social interest. You can measure carbon, you can measure carbon monoxide.

**McArthur:** Picking up on the Dove example – with a multibrand company, how do you credibly support a cause? Here's Unilever with Dove, saying have some respect for women and don't marginalize them, and then you've got Axe....

**Darby (P&G):** We have 172 brands. The brand we have focused on is Tide, with Tide Coldwater. Tide is arguably the most iconic brand in consumables, and the oldest – it started in 1945. So you can do things credibly on Tide because it works. It's a good example of a technology that does the right thing and by the way it has some environmental benefits. But people buy it

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because it works and because it's Tide. You have to deliver on the promise of the brand, no matter what you do.

The burden of size in some cases is that you may not have to have a social or environmental platform for every brand, but you'd better make sure that your long-standing system for safety and efficacy, and how you source your materials, is solid.

**Margles (Loblaw):** If you look at President's Choice, there are thousands of SKUs. PC is the brand, but we have everything from detergent to pizza sauce to ice cream. But PC has a brand identity and a brand standard. The brand always has to stand for the same thing.

**Pigott (JWT):** It makes me wonder to what extent companies, particularly multibrand companies, are finding themselves creating a strategic framework for this rather unwieldy

subject. Right down to an audit and evaluation of which brands in the portfolio can carry a social strategy, because I agree that not everyone can. But in some sense there's definitely opportunity there.

**McArthur:** How are most companies doing, when it comes to crafting solid social strategies?

**Paterson (GM):** The ugly truth is there's been a lot of non-strategic CSR.

**Pigott (JWT):** I think that what it comes back to is that we're in the early stages of making this a strategic element of a brand's DNA. So how that marches forward should be based on a set of principles of success. I don't think there are very many good cases out there, and it certainly won't just be episodic, by doing an activity. It has to be a really smart, well-thought-through demonstration of what the brand stands for.

The things that we've seen in the research from around the world on what creates loyalty and high levels of emotional connectivity aren't the functional things, because those are duplicated very quickly, and I think that's going

someone's going to duplicate it. It's the demonstration of leadership and momentum and all those caring things about the community that a brand needs to create around itself. That's where the emotionality comes in. What we're arguing with our clients about is that the top of the pyramid – all of that emotional territory – can really be enhanced by an authentic social strategy, because these things mean something to people, over and above the fundamental benefits you get from a brand.

**Clarke (LCBO):** I think the difference between efforts that are successful and efforts that are unsuccessful has to do with the fundamental long-term objective of the strategy. If you're looking at simply getting a sales bump on a brand or a short-term lift in traffic, that's not going to get you there. What's going to get you there is if the strategy is motivated by building a relationship with your customer that reflects on their emotional connection with your brand.

If you look at the companies that are successful long term with this, it's the companies that have built a relationship with their customers. Tim Hortons is a perfect example. It's an iconic brand today not just

What's going to get you there is if the strategy is motivated by **building a relationship with your customer** that reflects on their emotional connection with your brand

to be true in the area of social strategy activities. So, if you do a recycled bag,

The LCBO recently led the "Bag it back" campaign to increase bottle recycling rates

because it was started by a hockey player, but because of the connection with the community that's part of their culture that they drive into their associates and into everything that they do. They certainly make the customer feel like Tim Hortons is a part of the community. ■



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# A GREEN REBIRTH

How Cotton Ginny's Laurie Dubrovac rejuvenated a dead brand

◀ By Karen Mazurkewich ▶

Laurie Dubrovac is helping the Canadian retailer Cotton Ginny undergo a phoenix-like transformation. The Mississauga, Ont.-based casual clothing company, which filed for bankruptcy in 2003, is re-inventing itself as the queen of green.

In June, the retailer is launching a loft-like new concept store in Guelph, Ont., that will have an earthy, eco-friendly focus. The chain, which has 136 stores across English-speaking Canada, is also planning to roll out six more new stores over the next year.

Dubrovac, who returned as director of marketing and communications last year, is defining its eco niche in the popular new retail space. "We are coming back from the ashes with a vision of sustainability," she says.

After taking over the company in 2003, president/CEO Tony Chahine's plan was to return to the brand's earthy roots by sourcing fabrics that reflected a more sustainable approach to retail, says Dubrovac. "His philosophy – to do business to reduce the environmental footprint – made sense for me and the brand," she says.

Chahine entrusted Dubrovac with branding the company's new green mandate. "She was given full autonomy to grow the brand based on certain principles in our vision, and she just ran with it," he says. "She understands where we wanted to go."

One of Dubrovac's recent initiatives was an Earth Day guerrilla effort on April 22. She sent street teams across Toronto to "catch" people in enviro-friendly acts like cycling or using a commuter coffee mug. Those who were spotted received a free certified organic cotton T-shirt and a coupon for 15% off of the brand's organic or sustainable lines.

Even before her current involvement, Cotton Ginny was already a brand near and dear to Dubrovac's heart. She worked at the company from 1999 to 2003, before it went belly up. A former agency broadcast producer, she joined the Hudson Bay Company in 2003 and was



To be able to work for a brand that not only wants to be **profitable**, but **kind to the environment** and farmers, and workers in developing nations, feels good

— Diane Wysocki, Executive Vice President, Managing Partner, Publicis Dialog



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This in-house work featuring corn-fibre clothing will appear in pubs like *Flare*

promoted to director of in-store marketing, but returned to the Ginny fold last year so she could work with a company that she says is ahead of the curve.

"I was moved by Tony's passion for building a business that has a positive impact on people," she says. "Lots of companies say this in their mission statement, but not all really live it. Ultimately, to be a good marketer, you have to believe in your product. There can't be one atom's worth of doubt. I believe in Cotton Ginny."

She adds: "To be able to work for a brand that not only wants to be profitable, but kind to the environment and farmers, and workers in developing nations, feels good. It feels right. Also, I believed, (and still do) there was no one out there who wanted to see this brand succeed more than I do or have as much passion for the brand as I do."

Last September, Cotton Ginny launched Eco-Ganic, a 100% organic cotton clothing line that includes T-shirts, fleece clothing, and baby outfits. Dubrovac focused her resources on promoting it in mags like *Viva* and *Green Living*, as well as at cottonginny.ca, which was redesigned in-house last fall.

The Eco-Ganic launch campaign focused on educating consumers about cotton. While it's a natural fibre, it's one of the most chemically treated crops on the planet: One T-shirt equals 150 grams of fertilizer, she says.

Buying organic not only helps the planet, but it also helps farmers who've become debt-ridden trying to buy pesticides for their crops, Dubrovac explains.

The organic demographic was a group she knew would buy the product. Now, they are ready to take it more mainstream, to fashion-conscious women 30-49.

She enlisted the help of Toronto-based PR firm Hill & Knowlton Canada to help generate buzz about the eco-friendly line, and landed coverage in the *Calgary Herald* and *Homemakers* magazine.

Dubrovac has just started rolling out the new Ology clothing line made from corn, soya and bamboo, which is aimed at the more

sophisticated shopper. While Cotton Ginny has made its mark as a comfortable clothing line for women of all sizes, the Ology clothing will have a tailored fit.

In a bid to stretch interest, Dubrovac will release the new line in three successive waves. On March 12, its Asian-inspired collection made with bamboo fibres was introduced, followed by a soya collection with an African theme. This month, Cotton Ginny will launch its Indian-inspired collection made from corn fibres. Dubrovac says the company will widen its scope of promotions, which initially focused on green publications, to include fashion magazines like *Flare* and *Elle*. The high-fashion-inspired ads featuring stylish photography and lush backdrops were all done in-house.



"She presented [Ology] in the market in a very strong way – I'm very impressed," says Chahine, adding that early results indicate the new line is selling well. "It's been very successful." To further tie the new line to sustainability, Cotton Ginny sponsored the Green Living Show, a green product fair held in Toronto late last month.

Right now, over 39% of Cotton Ginny's clothing is made from organic cotton, and the company's goal is to have 100% of its products made from organic fibres in just two years. "That's pretty awesome considering where we started," she says.

To support interest, the company launched a national contest for fifth and sixth graders last fall. Students were asked to submit essays about what sustainability meant to them, and Cotton Ginny would donate \$1,000 to the charity of the winning child's choice. In addition, the company allows its employees to spend eight paid hours each year volunteering for a local charity of their choice.

Despite all the green hype, Dubrovac doesn't look at herself as a fringe marketer. "The organic appeal is not just for the granola types and tree huggers," she says. "All companies are embracing the environmentally conscious movement. It's not even considered a fleeting trend anymore; it's simply how you do business."

with files from Annette Bourdeau

## FOUR QUESTIONS

### Favourite movie

Frank Capra's *It's A Wonderful Life*. This film is a reminder that every single human being makes an impact.

### Marketer you admire most

Apple. Not only do they have a product with excellent quality, they understand that consumers have a basic need for fashion, so they provide technology that's fashionable...this is executed from product design through to the marketing which is clever and visually user friendly.

### What's the #1 thing you look for in an ad agency?

Here at CG, everything is done in-house and I like to think I treat my team like an agency; I expect creative ideas that strategically fit the brand.

### Favourite way to unwind?

Golf...it's a humbling competition with myself.



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# MESSAGE IN A BOTTLE

◀ By Annette Bourdeau ▶

Return bottles. Get money.

This simple concept is the premise behind a recent initiative from the Liquor Control Board of Ontario (LCBO), The Beer Store and the Ontario government in an effort to increase wine and liquor bottle recycling rates.

The LCBO led the recent integrated campaign to raise awareness, and enlisted the help of BBDO Toronto, which branded the program as Bag It Back. The campaign is running across Ontario and is comprised of POP (including a heavy-duty blue plastic bag), three radio spots, [www.bagitback.ca](http://www.bagitback.ca), print and a 30-second TV spot. TV and radio executions play on “ship- and genie-in-a-bottle” concepts. “We had some fun with iconic [bottle] situations,” says Jack Neary, vice-chairman/CCO at BBDO Toronto. “The strategic message we were trying to deliver is that it’s a small trip that’s well worth it.”

Currently, 67% of wine bottles in Ontario are recycled through Blue Boxes. This program, which is modelled after similar efforts in B.C. and Alberta, aims to hike that stat up to 85%. The LCBO has committed to spend \$7.5 million on Bag It Back ad efforts over the next two years.

We asked **Kurt Beaudoin**, co-CD at Calgary-based Highwood Communications, and **Stephen Jurisic**, partner/co-CD at Toronto-based John St., to weigh in on whether this campaign inspires them to trek back their empties.

## CONCEPT

**SJ:** I can bring my scotch, whiskey and wine bottles back and get a refund? Sign me up. Unfortunately, this new campaign to communicate it leaves me flat.

**KB:** These ads are directed at beer and wine drinkers, so maybe the ads should talk to those people like the beer companies do. Drinking beer’s fun, drinking wine’s fun and getting money back is fun, so these ads should be fun too. Instead they feel more like a PSA.



## POP

**SJ:** I like the bag and the logo.

**KB:** Same as print.

## RADIO

**SJ:** A genie, a ship in a bottle, a ship launching, and more annoying actors. Enough said.

**KB:** The radio is the best element of this campaign. These executions most clearly communicate that empty bottles are now worth money.

## WEBSITE

**SJ:** This feels inconsistent with all the other messaging. I wish it was more inviting and interesting to navigate. And why is it so clinical and government-like? Oh yeah, it is the government.

**KB:** The website looks great and contains all the necessary information. It does however, like the print, take a while to get to the “You can now return your bottles for money” part.

## TV

**SJ:** Big production, big ship and an annoying actor just don’t add up to something I want to watch. It felt like a bit of a walk to explain that you can bring your bottles back. I wish it was tonally more relevant, and little more insightful.

**KB:** As of Feb. 5, 2007, you can take your bottles back for a refund. So why the historical, period piece TV concept? I don’t understand. As a side note, it is a nicely produced period piece.



## PRINT

**SJ:** Very clean, very boring. Where’s the ship? Now I miss the ship.

**KB:** In print, if you read the headline, look at the visual and see the logo and still can’t tell what the message is, you’ve failed. These print ads fail to communicate the message. In fact, simply stating: “You can now return your bottles for money” would be a more effective headline.

## The creds

### Client – LCBO

Patrick Ford, senior director, corporate policy and government relations; Nancy Cardinal, VP marketing and customer insights; Bill Kennedy, executive director, corporate communications; Tina Truszyk, manager, marketing

### Ad Agency – BBDO Toronto

Jack Neary, CD; Greg Frier, Barnaby Southgate, Peter Sayn-Wittgenstein, copywriters; Edd Baptista, Julie Markle, Amu Occhipinti, ADs; Winnie Alford, agency producer; Tim Welsh, Mark Pileggi, Steve Groh, account services



# OUTSTANDING NEW CAMPAIGNS

◀ By Annette Bourdeau ▶



client: **Laurence Pichon**, national marketing director  
agency: **Cossette Communication-Marketing/Blitz**  
VP, creative convergence: **Patrick Beauduin**  
CD: **Antoine Bécotte**  
web CD: **Katherine Melançon**  
copywriter: **Antoine Bécotte, Janine Hopkinson**  
AD: **Antoine Bécotte, Nicolas Thiboutot**  
client services: **Sylvain Lemieux, Shirin Gunny, Claire Simoneau, Katherine Ruiz, Brian Bauer**

execution: **Marie-Julie Dallaire**  
photo director: **Jérôme Sabourin**  
production house: **Cinélande**  
production: **Sylvie Dubé**  
agency production: **Stéphanie Côté**  
management team: **Julie Harvey, Nathalie Robillard**  
sound: **Yan Dal Santo, Sonart**  
music: **Apollo**

## MENTOS 'POPS' FROM ITS COMPETITORS

Is gum the new paint?

Not quite, but Mentos has figured out a way to turn its round gum and packaging into an artist's canvas, with a recent campaign featuring works of art created from the product.

"It's tricky because you need to make the positioning distinctive, but also in line with the overall Mentos brand," says Laurence Pichon, Canadian marketing director at Montreal-based Perfetti Van Melle Canada.

She briefed her agency, Cossette Montreal, and CD Patrick Beauduin came back to her with the idea of highlighting one of the gum's key differentiation points – its round shape – by making "PopArt" by popping the pieces of gum out of their packaging. "I thought it was an absolutely brilliant idea. After that, the rest of the campaign was easy," says Pichon.

Mentos did three PR stunts last month in Montreal, Vancouver and Toronto, featuring artists creating large pieces of art out of Mentos gum blisters in high-traffic areas like the Métro and Toronto Eaton Centre.

A microsite, [www.makeartpop.ca](http://www.makeartpop.ca), lets users create their own works of art at home by "popping" out gum. At press time, the site had attracted 50,819 unique visitors and over 12,600 virtual drawings.

The campaign, which is running across Canada in English and French, also includes TV and OOH executions playing on the "PopArt" theme. MusiquePlus was so impressed with the idea, they pitched a promo to take the concept even further and built their own Mentos "PopArt" competition, which Pichon happily signed off on. It's being promoted at [musiqueplus.ca](http://musiqueplus.ca), and winners will be featured on a special segment on the station.

Pichon plans to do another guerrilla effort in July.

## FIGHT NETWORK ISN'T A SISSY

What are you looking at?

Three new 30-second spots from Toronto-based Fight Network feature an agitated man going around town picking fights with the likes of construction workers, a parking lot attendant and a hot dog vendor.

He dishes out memorable taunts like: "Where did you get this hot dog cart? At crappy...uh...land?"

"There aren't a lot of clients who would be willing to represent their brand with a guy going around harassing people," says Mike Cook, AD at Cossette Toronto.

Adds Stephen Stahl, copywriter at Cossette: "They think it's bang-on for their target...[which] has a penchant for this kind of humour." The tag is: "Looking for a fight? The Fight Network: All fights, all the time."

It's a straight awareness campaign for the network, which offers boxing matches, martial arts shows fight movies and the like across TV, mobile, radio, online and pay-per-view platforms.

The network, which is owned by Astral Media, is available across North America.

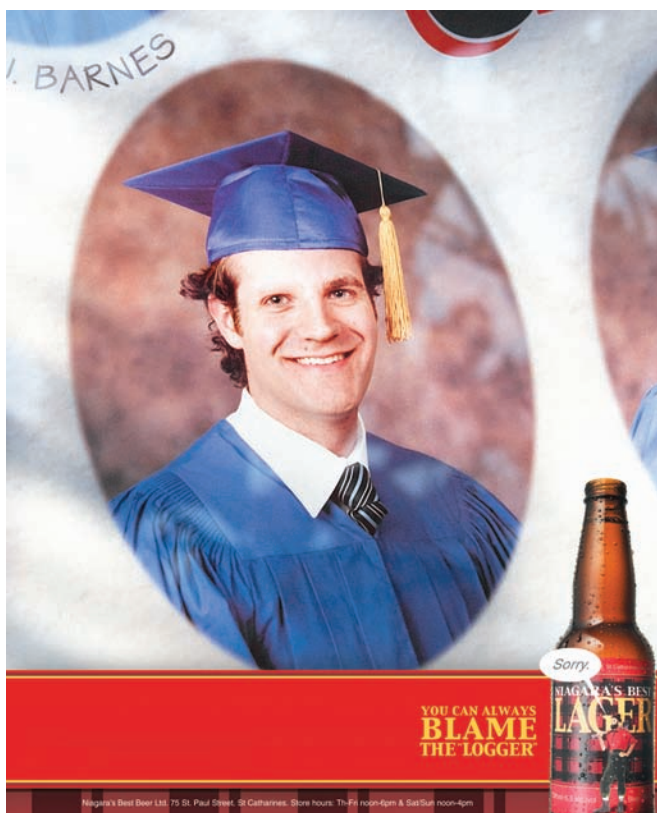
The spots are currently running across Canada on the Fight Network, Spike and CNN.

Print, radio and guerrilla efforts are expected to roll out in late summer/early fall.



client: **Brian Sobie**, SVP programming and production,  
The Fight Network  
agency: **Cossette Communication-Marketing, Toronto**  
CDs: **Darren Clarke, Daniel Vendramin**  
copywriters: **Stephen Stahl, Mike Cook**  
ADs: **Mike Cook, Stephen Stahl**  
prodco: **Code Film**

director: **Alex Ogus**  
DOP: **Paul Tolton**  
executive producer: **Thomas Rickert**  
line producer: **Glen Wong**  
edit house: **Soda Post**  
editors: **Jason Stinson, Gerrit Van Dyke, James Reid**  
audio: **Tattoo Music**



## NIAGARA'S BEST LAGER'S MISCHIEVOUS LOGGER

Can't remember what you did last night? Blame it on the logger.

A recent print and transit campaign for Niagara's Best Lager, from small St. Catharines, Ont.-based brewery Niagara's Best Beer, features evidence of drunken blunders, with a small lumberjack in the corner of each with a speech bubble saying "Sorry!" One execution features a cellphone displaying numerous late-night outgoing calls to girls. Arnold in Toronto branded the lager, which just launched last fall.

"The icon works as a bit of a scapegoat for when you overindulge," says Matt Syberg-Olsen, co-CD at Arnold Toronto, adding that they chose a logger because of the obvious pun, and also because lumberjacks are a very Canadian icon. "We wanted it to associate the beer with good times with friends."

The company's original brew, Niagara's Best Blonde, has its own icon: an image of a fifties-style blonde pin-up. So, attaching an icon to its new lager wasn't much of a stretch.

The lager, which targets university students, just launched last fall and has already been a hit at the Beer Store. "They have trouble keeping it in stock," says Syberg-Olsen.

The campaign is only running in the St. Catharines area. "It's a heavy buy in very targeted areas," says Syberg-Olsen, adding that the media plan placed extra emphasis on bus routes that stop at Brock University and Niagara College, as well as student newspapers like *Brock Press*.

Local radio spots are expected to launch this month.

client: **Jamie Burns, co-owner**  
agency: **Arnold**  
creative: **Matt Syberg-Olsen, Chris Hall**

account service: **Peter Brough**  
production: **Luca Sanguigni**  
photography: **Philip Rostron,**  
**Instil Productions**



## COVENANT HOUSE SHOWS DONORS THE MONEY

Covenant House Vancouver knows that money talks and a picture is worth a thousand words. So, an ultra-simple new online execution for the charity, which helps street youth, uses illustrations of clothing and eating utensils made of dollar bills to show potential donors exactly where their money goes.

"The primary goal is to show people what Covenant House does to help," says Michelle Clausius, associate director, development and communications. "We found that in the past, Covenant House ads reinforced the negative image of street youth."

"We wanted to be explanatory as opposed to sensational," Clausius continues, adding that internal research revealed that while 75% in the Lower Mainland had heard of Covenant House, only 25% knew what the org does. "There was a gap between awareness and knowledge."

Vancouver-based agency Alchemy created the ad to supplement an outdoor campaign that built the media into the creative executions. For example, a truck execution illustrates street kids taking shelter on the truck, with the tag "Helping Kids Get Off the Street." While the OOH campaign has been going for a year now, the online ad just broke this spring. It's currently running on the popular entertainment website *LaineyGossip.com* ("Lainey" used to work for the org and frequently donates ad space). Clausius says the ad will continue to roll out as more online media space is donated.

client: **Michelle Clausius,**  
**associate director, development**  
**and communications,**  
**Covenant House Vancouver**  
agency: **Alchemy Creative Group**

CD: **Grant Fraggalosch**  
copywriter: **Ryan Leeson**  
AD: **Tony Hird**  
photographer: **Lionel Trudel**

You are cordially invited to submit your new, dead clever and previously unrevealed campaigns to: editorial director Mary Maddever at [mmaddever@brunico.com](mailto:mmaddever@brunico.com) and CD Stephen Stanley at [ssstanley@brunico.com](mailto:ssstanley@brunico.com), co-curators of *strategy's* Creative space.





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**CBC**sports

# Rising young **media stars**

This is the first instalment of *strategy*'s two-part look at the people who will be leading Canada's media agencies in the future.

◀ By Patti Summerfield ▶

Getting into the heads of target consumers to understand how they live, their behaviour, what they feel about brands, and how they use media is what has brought these young media people to the attention of their respective agencies. To paraphrase one Young Star, the idea is not to focus on the numbers but on who you're trying to reach.

Of course they discussed SMS, texting and Bluetooth, but they also talked about loving the challenge of developing new ways to use traditional media – and their appreciation of how simple ideas can be innovative.

## Media, shaken (and consumers stirred), with a unique twist

**Neil Cameron**, media supervisor, ExceleatorMedia (MindShare)



### Claims to fame

Cameron has several, and about all they have in common is a smart consumer insight paired with uniformly unique and creative media ideas. He helmed the first sampling program on Air Canada flights that had Oral-B Brush-Ups placed on meal trays. For the launch of the Gillette Fusion razor,

ghosting of a giant razor was placed on newspaper sports pages during the Olympics when people were paying close attention to scores and

standings. Innovative work for 20th Century Fox includes mock job postings for *Runway* magazine to promote *The Devil Wears Prada*. For *Flicka*, a grassroots campaign was executed with equestrian schools to target girls nine to 14 via signage and product giveaway. The

Above: Urinal posters gave guys *Borat* mustaches; right: mock job posting for *Devil Wears Prada*

campaign for *Borat* featured mirrored posters in men's washrooms designed to look like the guys standing at the urinals were wearing Borat mustaches. The male 18-to-34 demo was further targeted with the Kazakhstan Fact of the Day, which Cameron wrote to run on major rock stations across the country.

### Background

Because his mom worked at an ad agency, Cameron was exposed to the industry at an early age and knew he wanted to be in the biz. He

took creative advertising at Toronto's Centennial College then the two-year Communications and Advertising Accredited Professional (CAAP) course through the ICA. He also worked in marketing research at the Toronto Sun. He has eight years of agency experience and has been at MindShare for four.

### POV:

**Which brand, other than your own clients, would you most want to work on?**

I would like to turn back time and work on a product like Coca-Cola in the

1980s, when it was really about the Cola Wars. It would be such an extreme period to work on the brand because it was a battle between Coke and Pepsi, and unprecedented spending. I would

like to take that massive brand campaign they were executing for Coke and find unique and innovative ways to connect with the consumer – and to differentiate between it and another mega-brand like Pepsi. I like the challenge of working with fewer options and trying to find the unique way in or the unique twist.



### What would you love to build into a plan, but haven't been able to yet?

I would love to execute a program to reverse clutter – like purchasing an entire subway car and blanking out all of the ad units except one. Consumers are so bombarded with advertising that I think it would be very impactful to take away all that clutter and to give people a free line of sight. It would really make an advertiser's message stand out. I think the advertiser would get this instant cred with consumers for the fact that they're saying: "We value your line of sight."





## The intellectual hyperactive says: 'Just do it'

**Catherine Soucy**, account manager, ZenithOptimedia Montreal



### Claim to fame

Considered an intellectual hyperactive around the agency, Soucy is credited for being a strong strategist and always stepping up to a challenge. She was responsible for the 2007 planning for all L'Oréal Paris divisions – skincare and cosmetics – involving print, TV, online, contest entry, and OOH, including billboard domination in downtown Toronto.

### Background

Soucy has been in the business for two years, after graduating from the University of Montreal with a bachelor's degree in advertising/marketing. She began her career in Montreal with an internship in the research field and quickly moved to planning. She

transferred to the Toronto office for eight months, but is now back in Montreal on the newly won L'Oréal Paris biz and with a promotion to account manager.

### POV:

#### What brand is getting it right?

Nike – its vision, innovation, emotion, and pure brand equity. It makes us feel empowered. It is very consumer focused, consistent, integrated, big, and all it does conveys this – for example, RUNTO or Nike+iPod Sport Kit. It's huge in OOH. It's a brand that, like its message, is dynamic, wanting to push the limits, invent and explore new media opportunities – but it always resonates with consumers. Nike is everywhere I expect it to be – which is the unexpected.



Above: L'Oréal Paris work appeared in malls as part of its out-of-home effort

#### Are clients still missing new opportunities due to caution?

Yes, mostly due to sheer CPM measurements, which don't usually take into account the impact of the idea: the consumer WOM, PR opportunities or the negotiating power it can give. Lack of metrics make big ideas and new media channels difficult to sell – even if the environment is highly relevant, they remain hard to quantify in terms of sales and ROI.

#### What common industry belief do you think should be trashed?

That for your print ad to be noticed it has to be in the first quarter of a magazine on a right-hand page. Data (Starch, Magazines Canada) shows that the difference is not as great as some expect. Highly relevant, targeted content has a strong link to the level of receptiveness and brand consideration amongst consumers. It's all about the quality of the environment.

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# Talk to the niches

**Kevin Paterson**, account director, Initiative Media



## Claim to fame

Paterson is currently account director on Home Depot and Maple Pictures, a recent win that he contributed to as lead planner on the pitch.

His favourite campaign, "Moving Day" for Home Depot in Quebec, was built around July 1 being the day that most apartment leases

are signed in the market, and when hordes of people move.

"We took advantage of this with a grassroots campaign unique to Quebec and Montreal specifically," says Paterson. "We had street teams going out with Home Depot moving vans and dropping off packages of cleaning supplies, packing tape, and helping people move. It really supported the whole Home Depot mantra – 'You can do it. We can help.' It helped ingratiate Home Depot in a marketplace where they weren't top of mind, and was supported with radio, and remotes, which made Moving Depot an event in Montreal."

## Background

Paterson studied English at the University of Toronto until curiosity about how media affects people's lives led him into the industry seven

years ago. His first job was working on DaimlerChrysler at BBDO Automotive, and he's been at Initiative for two years.

## POV:

**What brand brilliantly connected and engaged the consumers it targeted?**

I'm really impressed with how Mini's still going so strong. It's seven years

ago. His first job was working on DaimlerChrysler at BBDO Automotive, and he's been at Initiative for two years.

**What media tactic is going to be the next big thing – and why?**

Targeting [consumers] by their interests and who they are, versus the idea of mass being able to reach everybody and mean something to them. Advertisers need to look at people as individuals and not worry that your reach is 98% against this target, so you've achieved [the goal.] If you don't create a



Home Depot's moving aid street teams helped establish the brand in Montreal

since it came out and they're still treating the brand like a launch with really cool, targeted magazine stuff. On blogTO.com they integrated the Mini into the header of the page, and did it very well. BlogTO.com is very indie, artistic and young and very targeted, and people feel strongly about the site. [Advertising] is a touchy subject because, unlike a large portal, people can feel like it's invading



relationship through the new media, you're really missing out. You're going to need to not focus on the numbers, but focus on the composition of who you're trying to reach. The strongest way to do that is through digital media because that's where people are going to react, relate and social network.



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## Speed-planning, *not* by numbers

**Simcha Snell**, media supervisor, Genesis Media



### Claim to fame

Snell is one half of the team working on the Live Nation (formerly Clear Channel Entertainment) concert and theatre business. This fast-paced account gives them days rather than weeks of lead time to put together campaigns that are unique to each concert, directed to different

audiences and planned around budgets that vary depending on the artist. For instance, working with a limited budget, they promoted the Shakira concert through events and targeted media reaching Toronto's Latin and club-hopping concertgoers. This included Shakira videos on TV screens near clubs spinning her songs; sponsorship of outdoor festival Salsa on St. Clair; radio spots on Latin and other stations playing Shakira songs;

and a pre-sale ticket offer for those watching the Latin Billboard Awards broadcast. As a result, 85% of the tickets sold early and nearly all of the 15,000 seats at the Air Canada Centre sold out before the concert date.

### Background

Snell has a BSc (H) in biology from Queen's University and didn't decide on a career in media until after school. Her first job was at Grey Advertising, then she moved on to Echo Advertising on the Live Nation account. She travelled to Genesis with the account 18 months ago when Echo closed.

### POV:

**What industry belief do you think should be trashed?**

I think people should be more concerned about targeting than what their cost per point is. We

can buy radio on a cost-per-point basis and it could be horrible if it's not on the right station, regardless of where it ranks in the market.

### What media tactic is going to be the next big thing – and why?

Brands trying to interact with consumers, whether it's consumer-generated content, MySpace or Facebook. You want them to seek you out, have a conversation with you, and engage with something you offer them. People don't want to be advertised to; they want to be in control.

**David Langley**, media buyer/planner, Genesis Media



### Claim to fame

"I'm a big country music fan, so I'm proudest of the November tour for Rascal Flatts because I wasn't expecting it to do so well," says Langley. "We took a really aggressive strategy and sold out quickly, which I thought was pretty impressive because Toronto and country music don't typically

mix." Media included ads in the entertainment sections of Toronto alt pub *Now*, the Toronto *Sun* and *Metro*; eight flights of radio on country music stations across the GTA; and three successful flights of ads on country music site cmt.ca.

### Background

Langley was studying biology at Acadia University in Wolfville, N.S. when he decided on a different direction. In 2001, he went to Toronto's Humber College to take the media foundation program and followed up with the two-year media sales program. His first job was with Echo Advertising in 2004; he then moved with the Live Nation business to Genesis Media.

### POV:

**What campaign do you think brilliantly engaged the consumers it targeted?**

The Coors beer ads. Maybe it's stereotyping, but I'm a guy, I'm a beer drinker, and the first time I saw one of the outdoor ads that went something like "Colder than Jen when you called her Susan" and there

was a picture of the cold beer – I thought any guy could look at that, laugh it off, and really relate to it. It's so engaging that when I'm out with friends we always end up pointing them out to each other. I love when companies use a bit of humour to engage their audience.

### What would you love to build into a plan, but haven't been able to yet?

Bluetooth technology. They position little docks around the city and if you have a cellphone that's Bluetooth enabled, as you walk by it sends messages to your cellphone. It could be ads or coupons or anything. For (Live Nation) this would be ideal because it has short turnaround times.





# HUNGRY DOGS & CHOCOLATE WRAPPERS

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# A GREEN FUTURE

Three eco-friendly trends you should be keeping an eye on

◀ By Annette Bourdeau ▶

1

## QR CODES

QR (Quick Response) Codes have been touted by many industry insiders as the next big thing North American marketers should be paying attention to.

The 2D bar codes store data on QR-enabled mobile camera phones that can be translated and viewed directly on the phone, or transferred and decoded on home computers. They can also be deployed to help marketers cut down on paper use. For example, instead of printing POP brochures, a CPG brand could include a QR Code on-pack for consumers to scan and download. They can also be used to replace paper coupons.

They're already big in Japan, even popping up on flour bags to transmit recipes for busy moms.

"It's been around for probably about eight to 10 years in Japan," says Glen Hunt, creative catalyst at Toronto-based Dentsu Canada. "[Japan is] our future. Everything we see there, I have no doubt we will see here."

Dentsu has set up an educational microsite for marketers about QR Codes at [knowmorenow.ca](http://knowmorenow.ca).



Tattoo advertising QR image from Dentsu's  
QR Code: 101 microsite



2

## BIODEGRADABLE PALM FIBRE-BASED PACKAGING

Petroleum-based packaging isn't exactly a friend of the environment so Vancouver-based Earthcycle Packaging has launched an alternative: compostable palm fibre-based packaging for items like takeout restaurant food and produce. "From a dollars and cents point of view, our material is competitive with plastic and many paperboard/fibre applications," says Earthcycle president Shannon Boase.

Palm fibre, which takes about 90 days to decompose, is typically considered waste from the palm fruit (palm oil is used in food and cosmetics), and its re-use as a packaging element lessens noxious disposal practices via incineration.

Clients include Wal-Mart and Loblaw, which are using the packaging for produce, and EuroFresh Farms, which uses the trays for its cherry tomatoes.



3

## PLASTIC BAG REDUCTION

San Francisco recently banned retail use of environmentally harmful single-use plastic bags. And, early last month Manitoba town Leaf Rapids did the same in an initiative sponsored by Mississauga, Ont.-based InStore Products, which produces reusable cloth grocery bags and stackable boxes. "We were looking to spark a debate about plastic bags across the country," explains Matt Wittek, InStore's sales and marketing manager.

On top of being eco-friendly, eliminating plastic bags saves stores money, too. "Retailers are jumping on board because it makes sense," says Wittek.

Meanwhile, in mid-April Brampton, Ont.-based Loblaw Companies introduced "Canada's greenest shopping bag," a reusable bag made with 85% post-consumer recycled plastic, mostly from water bottles. The bags are available in-store for 99 cents (which consumers get back via 10-cent discounts each time they use the bags) and can be brought back to Loblaw stores to be recycled again when they wear out.



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*Wikinomics and the Transformation of Marketing*

**John Wood** Founder & CEO, Room to Read  
*Leaving Microsoft to Change the World through the Power of Education*

**Richard Bartrem** Director, Culture & Communications, Owner, WestJet  
*Here's an Idea: Start an Airline*

**Ron Bertram** Vice-President & General Manager, Nintendo Canada Ltd.  
*Nintendo DS and Wii: A "New" Generation of Gaming*

**Mitch Joel** President, Twist Image  
*Burn the Ships – New World Tactics for Marketers in a Digital World*

**Dr. Joe Plummer** Chief Research Officer, Advertising Research Foundation (ARF)  
*New Ways to New Consumer Insights*

**Dr. Ann Cavoukian** Information & Privacy Commissioner of Ontario  
*Make Privacy Work For You – Gain a Competitive Advantage*

**John Gustavson** President & CEO, Canadian Marketing Association  
*Sea of Change: Hot New Trends and Issues for Marketers*

**Heath Slawner** Senior Consultant, Hart Resource Development  
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## TWO SEISMIC FORCES FOR SOCIAL CHANGE ARE BORN: MANIFEST COMMUNICATIONS AND PARIS HILTON.\*

And in the years that follow, both climb to the top of their respective, uh, heaps. One by creating countless cause marketing strategies and campaigns that set the wheels of social change in motion, the other through sheer media omnipotence and unrelenting pinkness. (We're the first one.) And along our journey towards becoming social marketing's longest-standing, most ardent practitioner, we've learned a lot. Including, like our fellow 26-year-old, that a little self promotion never hurts. In fact, it can be, you know, hot.

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# strategy's first **cause + action awards**

honouring CSR brand plans that are changing minds. and matter.

◀ By Natalia Williams ▶



There were five finalists. Guess who landed on top?

We deliberated long and hard over the name for our first socially conscious, eco-friendly awards. It had to suggest change, speak to ROI effectiveness and reflect a certain level of, well, goodness. It also had to attract entries from marketers serious about improving the environment, bettering communities, promoting a cause – and *believably* stand for something. No small feat, but it must have worked.

Our inaugural winners have all impressively taken on diverse causes. What these CSR programs exemplify speaks to the do-gooder in us all, because when a worthy cause meets well-conceived action, the result is nothing short of inspiring.

## How we did it



In March, marketers were invited to submit a case study outlining their brand's successful CSR program, with a focus on the last calendar year. Those that made it through the editorial cut were then reviewed by our judges. The highest average score – for elements ranging from awareness and uniqueness, to brand DNA fit, legs and results – was crowned our cause + action winner.



# The DIY Advocate

Home Depot's tools for eco-consumerism score top honours

With sales of \$5.5 billion, 155 stores (each with about 50,000 different kinds of building materials, home improvement supplies, and garden products) what Home Depot does has impact. So it stands to reason that president Annette Verschuren's bold decision to launch the Eco Options line – *before* it became trendy – would seamlessly marry cause and action with big results.

## Inspiration

Canadians are more concerned than ever about environmental issues such as air and water quality, deforestation, electricity shortages, and

In partnership with its manufacturers and environmental partners such as Summerhill Group, Home Depot Canada created the Eco Options brand to merchandise and market better environmental choices to consumers. Eco Options is designed to draw consumers' attention to best-in-class products that benefit both the consumer and the environment, making complex issues surrounding the environment understandable and actionable.

And to complete the circle, the Eco Options brand also includes in-store signage and reference materials for customers to learn more about innovative environmental products if an associate is not available. An Eco Options sticker on the price tag of each qualified product includes icons which indicate the main reason the product qualified for Eco Options branding.

## Marketing Website

Homedepot.ca/ecoptions provides consumers with a series of how-to articles explaining environmentally friendly home improvement projects.

## Magazine

*Eco Options*, which launched last fall, includes articles and useful tips on natural gardening, energy-saving appliances, and clean air alternatives, all to help consumers create a healthy home. The free publication, which is currently published twice a year, is distributed in-store.

## In-store seminars

Seminars are conducted by staff or external experts to increase consumers' awareness and provide information on the benefits of



Green advice from the latest issue of the retailer's glossy *Eco Options* mag

climate change. But these concerns have to be translated into action to achieve positive, long-term change.

## Execution

The brand's merchants actively identify and procure innovative environmental products to bring into the mainstream home improvement market. To ensure that each Eco Options product meets these standards, suppliers must answer a series of detailed questions regarding environmental product attributes as well as company policies and practices. Supporting documentation must be provided to verify each product's compliance with the "eco-friendly" criteria.

Furthermore, the brand provides a comprehensive training program for all store associates on the environmental and cost benefits of Eco Options products.

Home Depot actually modified their core business to reflect their sustainability mission. This is clearly a case of changing the way you do things to improve the world...and not just picking a cause du jour to support, the way most businesses do.

Marc Stoiber, Change





purchasing and using the products. They also offer guidelines on environmentally friendly home improvement projects and increase awareness of environmental issues.

## Cross-country campaigns:

### • Power\$aver Tour

In the summer of 2006, Home Depot partnered with Hydro One to run the Power\$aver Tour in small cities and towns in Ontario. The "roadshow" was part mobile store and part community outreach/engagement vehicle, with trained

of 9.5 megawatts of electricity and 3,634 tonnes of greenhouse gas emissions.

### • Bright Ideas

This is the largest residential energy efficiency program in Ontario history. It began in fall 2005 when, over the course of seven weeks, all City of Toronto residents were eligible to pick up two free compact fluorescent light bulbs at Home Depot. The program also included a Seasonal LED Holiday Light Exchange program which encouraged consumers

and Enwin Powerlines, 175,330 compact fluorescent light bulbs were distributed to Home Depot customers. In addition, consumers dropped off 14,576 old incandescent holiday light strings to be properly recycled and 4,785 halogen torchiere lamps were retired.

### Overall results

Eco Options sustainability programs have been unsurpassed in Canada. Since 2004, sales of the line have been steadily increasing. LED lighting sales,



Home Depot's Eco Options program is...strategically focused and [and has] broad impact. It demonstrates that the company has woven environmental leadership into its product selection and development process, which in retail is a core competence.

Will Novosedlik, Chemistry Corporation

advisors and hundreds of Eco Options products such as timers, compact fluorescent light bulbs, and motion sensors designed to save energy and money.

### • Keep Cool

The Keep Cool program is Canada's largest room air conditioner (RAC) recycling program. This program uses public awareness and incentives to encourage the retirement of old, inefficient RACs that use up to 70% more energy than newer, Energy Star-qualified models. Participants who bring an old unit in receive a \$25 Home Depot gift card. Old RACs are recycled and ozone depleting substances are properly contained by certified technicians.

**Results:** The three-week Keep Cool program in June 2006 netted 14,193 old, inefficient room air conditioners, an increase of 245% over the previous year's program. In partnership with the Clean Air Foundation, seven utility companies and the federal and provincial governments, the program resulted in a total savings



to get rid of their energy wasting traditional holiday lights in exchange for a voucher toward the purchase of energy-efficient LED lights.

Last fall, the Bright Ideas program was relaunched and this time the campaign also included the opportunity for consumers to bring in their inefficient halogen torchiere lamps in exchange for a rebate on energy-efficient compact fluorescent torchieres.

**Results:** In partnership with Summerhill Group, Toronto Hydro,

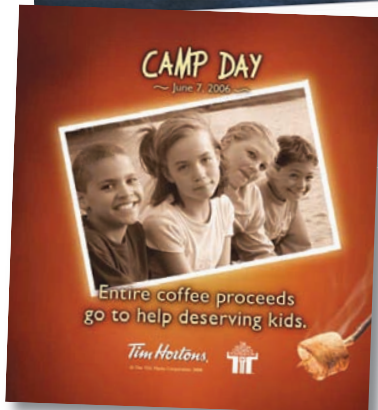
for example, have increased by almost 2,000% from 2004, and CFL sales have surpassed traditional lighting sales for the first time in Home Depot's history, clearly demonstrating people's real desire for greener options.

Currently, there are over 1,300 qualified Eco Options products. Home Depot's objective is to double this number in 2007.



# The Grassroots Champion

Timmy's proves that simple, local action can be the most profound



## Inspiration

Canadians consider Tim Hortons a definitive Canadian brand, with values they can relate to, such as inclusiveness, honesty and approachability. The brand's social strategy is a reflection of these values. Since Tim's opened its first store in 1964, giving back to the community has been a personal and business philosophy for the brand's founders.

## Execution

Tim Hortons has an impact on communities because of its impact on individual children, and families. Its three key initiatives are:

### 1. Camp Day/Tim Horton Children's Foundation

One day each year, Canadian and U.S. store owners donate every penny raised from coffee sales to the foundation. Consumers are encouraged to buy coffee and help send kids from disadvantaged homes on the camping adventure of a lifetime. Store owners work in conjunction with schools, clubs and

youth agencies to identify the children.

Started in 1997, the Youth Leadership Program invites selected past participants back to camp to enhance personal leadership skills. After the program, they are eligible for bursaries towards their college or university education.

**Marketing:** Camp Day is supported with a fully integrated ad campaign that features TV, radio, magazine, Internet, OOH, POP, in-store digital menu boards and PR. It's built around the idea that buying a coffee can be the start of making a change in a child's life.

**Results:** In 2006, with a record \$7.2 million raised, over 11,000 kids were sent to camp. Since 1974, over 83,000 children from across Canada and the U.S. have experienced camp.

### 2. Timbits Hockey

Tim Hortons began sponsoring hockey over 20 years ago. Timbits Hockey helps players four to eight learn hockey skills in a fun, non-competitive environment. The brand works with local hockey associations enabling store owners to support the players in their own community. Currently, Tim Hortons supports more than 850 minor hockey associations across the country.

**Marketing:** The program is supported through TV, radio and POP. The advertising is rooted in the notion that community hockey should be played for fun. It's brought to life with the promise "Timbits Hockey – The First Goal is Having Fun."

Recently, Sidney Crosby was introduced into the Timbits Hockey ads. Crosby, a Timbits Hockey player in 1993, demonstrates Tim Hortons' ongoing commitment to the program.

**Results:** Participation continues to grow. Currently 66,000 kids play Timbits Hockey.

### 3. Community-based initiatives

Tim Hortons supports causes and activities on a community basis. These initiatives are determined by local store owner groups based on the individual needs of the unique community. Of note:

**Free Swim and Skate Program:** Free pool and rink times are sponsored across Canada.

#### Community Clean-Up:

Tim Hortons is an official sponsor of 220 community clean-up events across Canada as part of Earth Day.

#### Halloween Safety Program

More than 2.4 million reflective Tim Hortons Halloween "Treat Bags" are distributed in October. The bags help children to be seen after dark while trick-or-treating.

#### Smile Cookie Program:

Through sales of cookies \$1,174,000 was raised in 2006 to support different community initiatives.

#### Earn-a-Bike Program

Children team up with community partners to help clean up their neighbourhoods. Those who complete 30 hours of community service are rewarded with a new bike.



Tim Hortons has done an outstanding job focusing advertising and branding on the key initiatives supporting the community, with the secondary message around product. Everyone knows what Tim Hortons stands for in the community.

Glenda Hummel, SVP, Scotiabank



Think green. Go orange.



From water-saving showerheads to environmentally friendly fertilizers, The Home Depot® has over 1,000 Eco Options<sup>SM</sup> products and great ideas that make it easy for you to improve your home. And the environment.





# The Stylish Crusader

Aldo's AIDS CSR strategy makes youth take a second look

From four locations founded by CEO Aldo Bensadoun in 1972, the Montreal-based shoe and accessories retailer now boasts 600 stores in over 30 countries. With slick campaigns that speak to its strong youth consumer base, Aldo used its weight to convincingly herald a cause that was no longer top of mind.

## Inspiration

In 2006, the brand launched "Aldo Fights AIDS," an awareness and fundraising campaign. It was meant not only to support education and protection programs globally, but to leverage the brand's creative, financial

and human resources to publicize the growing complacency surrounding AIDS.

The campaign, led by GM, branding and strategic development Robert Hoppenheim, was directed primarily at youth, a target represented by both Aldo customers

and associates. It clearly reflected the values of the company (love, integrity, respect) and the needs of the consumer (being an active part of positive social change).

## Execution/marketing

Partnering with YouthAIDS, a non-profit education and prevention organization that funds youth programs around the

world, the main objective was to create a campaign that would break through the clutter and reach youth.

It was to also address the complacency surrounding AIDS: the fact that people were no longer speaking about it, hearing the facts or seeing its reality, despite the growing number of youth globally being infected with HIV or affected by it.

The three main criteria:

- **Be easily identifiable**

The concept centred on the theme "Hear no evil, See no evil, Speak no evil."

- **Use bold imagery**

Over 30 top international celebrities were recruited to take part in the ads. Of different genres and races, the mix spoke to different groups of young people throughout the world. Renowned fashion photographer Peter Lindbergh snapped the photos.

Dog tags dubbed "empowerment tags" to be worn on the wrist or around the neck with the words "Hear," "Speak" or "See" were sold for \$5 at Aldo stores and online at [youthaids-aldo.org](http://youthaids-aldo.org). One hundred percent of net proceeds went to support YouthAIDS.

- **Create an integrated communications strategy**

The brand's entire marketing budget supported the campaign by New York-based Kraftworks, and used all of its media channels. A global OOH

media strategy included billboards and transit shelters. Print covered fashion, lifestyle and music magazines. In-store, celebrities visited and local events were held. Online marketing was anchored by the [youthaids-aldo.org](http://youthaids-aldo.org) website.

## Results

The PR strategy generated billions of impressions globally ranging from *Entertainment Tonight* to Fox News and *Glamour UK*. The story was also picked up in countries without stores including German and Japanese TV and Latin American newspapers.

Further example of its reach: The campaign was recently launched in Central America (where there are no stores) with the sale of close to 50,000 tags in Honduras (donated by the brand) through a local chain of coffee shops. All proceeds will go to fund the area's YouthAIDS programs. Social groups, health organizations, universities and high school teachers have contacted the brand wanting materials to run the ads in their communities, such as an aboriginal group in western Canada.

Over 850,000 tags have been sold. In one year, over \$3 million was generated to support programs in countries such as Rwanda, India, Uganda, Guatemala and South Africa. The brand plans an evolution of the campaign in the near future.

Aldo Fights AIDS stood out for me for three reasons: its boldness, its strategic fit and its demonstration of corporate cause commitment. Youth and AIDS isn't something very many companies would take on.

Tracey Rees, Manifest Communications

# The Eco Retailer

Timberland's green initiatives redefine the playing field

In 1973, Timberland was the name brand of a waterproof leather boot. Now thanks to programs like Serv-a-palooza and the Green Index, the Boston-headquartered company is vying to be a twenty-first century example for socially responsible corporations around the world.



### Inspiration

Everything Timberland aspires to and works towards each day is rooted in a commitment to the core values: humanity, humility, integrity and excellence. The brand applies these values in its approach to CSR – which involves manufacturing products and conducting business in a socially responsible way – anchored with the belief that consumers should ask questions and hold companies accountable for the way they conduct business.

### Execution

Timberland is changing how it manufactures its products. For example, by using wind energy at its manufacturing facility in the Dominican Republic

20 tons per year of CO2 is eliminated. Using solar energy at its Ontario, California plant has lowered dependency on fossil fuels by 60% and eliminates 166 tons per year of CO2. And in the Netherlands, water and wind energy provide 100% of the plant's energy, eliminating 682 tons per year of CO2.

By increasing energy efficiency, buying clean energy, harvesting wind and solar power, purchasing renewable energy credits and planting trees, Timberland's ultimate goal is to become carbon negative or neutral by 2010.

### In-store

Launched in fall 2006, Timberland's "Nutritional Label," detailing the environmental and community

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Earth Day 2005:  
Fifty Timberlanders helped  
spruce up Toronto's  
Eglinton Park Heritage  
Community Garden

impact of its products, was the first of its kind in the retail industry. The product tag was designed to provide consumers with new information to help them make smarter buying decisions. The label shows where the product was manufactured, how it was produced and its effect on the environment.

This spring, the brand is introducing the Green Index, a measure of the environmental impact of its products. The goal is to provide consumers with an understanding of the ecological footprint that the business creates. The Green Index will measure and

report on three key areas: climate impact (greenhouse gas emissions through production); chemicals used (presence of hazardous substances like PVC, chrome and solvent adhesives) and finally, resource consumption (use of recycled, organic and renewable materials). The lower the rating, the better the environmental performance.

The brand considers the index to be a starting point on the path to increased sustainability and transparency. Timberland hopes to influence other like-minded companies to join in developing an industry-wide

index for comparing the environmental impact of design choices, as well as to inspire consumers to ask questions and make informed decisions about their purchases.

Currently, footwear boxes are made of 100% recycled, post-consumer waste fibre, with no use of chemical glues and only soy-based inks to print labels. And there is a call-to-action to consumers; messaging inside the box asks: "What kind of footprint will you leave?"

#### Out-of-store

Some examples of company-wide initiatives:



From local initiatives such as improving parks and bringing together business partners and vendors for annual projects, to national initiatives that raise awareness of global challenges, it is clear that Timberland is a change agent.

Kim Warburton, General Electric Canada



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- Employees worldwide are entitled to 40 hours of paid time off each year to serve in their communities through the Path of Service program.
- President/CEO Jeffrey Swartz has implemented a \$3,000 cash incentive to encourage employees to purchase hybrid cars.
- After

the destruction caused by Hurricane Katrina in 2005, Timberland granted employees "mini-sabbaticals" to support on-

site recovery, clean up, and other community service initiatives.

Timberland is building a strong reputation as a business that not only embraces CSR, but defines the term. Canadian-specific examples include:

- In 2006, Timberland teamed up with Habitat for Humanity for one of Canada's largest home building projects in an effort to address hunger and housing in Toronto. Employees spent a full day laying sod and working on finishing touches.
- Now in year nine, every October Timberland employees, vendors, and community partners come together for Serv-a-palooza to refurbish and refresh schools, parks and hospitals in their communities around the world. In 2005, for example, Timberland Canada employees laced up their boots to revive the Charles G. Williams Park in Toronto's Roncesvalles community. Volunteers painted over graffiti-tagged walls,

repaired old benches and tables, and cleaned up the park.

- Over 300 pairs of shoes were donated to Toronto's Yonge Street Mission.

## Overall results

In September, 159 Serv-a-palooza projects in 32 countries engaged 6,300 volunteers and generated 43,000 hours of service via numerous initiatives, including building and refurbishing homes, community facilities and parks.

This year, for the eighth consecutive time, Timberland has been recognized by *CRO* magazine (formerly *Business Ethics* magazine) as a "100 Best Corporate Citizen" for its corporate social responsibility efforts. It ranked eighth. For the tenth straight year, it made *Fortune* Magazine's "100 Best Companies to Work For," one of only 18 companies that has made the prestigious list every year.

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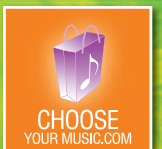


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# The Green Hotel Leader

Fairmont's successful program thinks globally and acts locally

Over 17 years, the chain has woven its commitment to eco-friendly policies into its everyday business, impacting its 51 properties in nine countries. In Canada, efforts include the Adopt-a-Beluga program at Quebec's Fairmont Le Manoir Richelieu, which is located within a biosphere reserve, and an 18th floor highrise-herbarium in Toronto's Fairmont Royal York, the fruits of which are used in the hotel's three kitchens.



## Inspiration

The Fairmont was founded on an enduring connection to the land and the communities where it does business. Its Green Partnership focuses on improvements in the areas of waste management, energy and water conservation, as well as community outreach through local groups and alliances. This includes everything from recycling and organic waste diversion in the hotel's kitchens to retrofitting energy-efficient lighting. It also includes redistribution of household goods and food to those in need.

## Execution/communication

The partnership is managed corporately (there is a dedicated director of environmental affairs who oversees corporate strategy and long-term plans), but each property has its own Green Team made up of volunteers who mould the program to reflect the values and needs of the geographic area and ecosystem where their hotel is located. The teams compete for environmental superiority and the title of Environmental Hotel of the Year through the partnership "Environmental Incentive Program." These teams have been instrumental in increasing awareness of the hotels' programs given their interaction and partnerships with local community

and academic groups. To further encourage this, a number of collateral pieces have been developed:

- **The Green Partnership Video**  
"The Power of Many," featuring the chain's top execs, was created as an internal communication piece to motivate Green Teams to environmental action by showing how their local initiatives contribute to global improvements.
- **Green Partnership Guide**  
This comprehensive handbook for those in the industry wanting to make an environmental difference provides a 17-step guide to greening a hotel, from waste management to energy and water conservation strategies.



What the Fairmont did right was change the thousand little things that it does as a hotel – everything from the way it picks up garbage, processes foods and heats the rooms. [It's] an example of how hotels are getting it right.

Marc Stoiber, Change

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**JUNE  
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The Fairmont Kea Lani in Maui offers guests authentically local experiences that promote the culture and environment of Hawaii

#### • **Environmental Policy**

The policy identifies the company's commitment to environmental protection and sustainability and is online at [fairmont.com/environment](http://fairmont.com/environment).

#### • **Green Partnership Brochure**

This is an in-room communication piece to the hotels' guests, providing an overview of the company-wide program. It's available in English, French and Spanish.

#### **Marketing**

With the demand for green options growing, Fairmont is catering to companies and governments looking to

minimize their ecological footprint. Eco-Meet, for example, is a green conference option offered to guests consisting of four components:

- **Eco-service** provides "disposable-free" food and beverage services and recycling stations in the meeting rooms. So china and cutlery are used instead of disposable items, linen napkins instead of paper. White boards are used rather than paper flip charts.

- **Eco-accommodation** offers in-room information, recycling bins, optional sheet and towel replacement at select properties, energy-efficient lighting, and water-conserving showerheads, toilets and tap aerators.

- **Eco-cuisine menus** incorporate local, seasonal and organically grown foods wherever possible.

- **Eco-programming** provides activities and guest speakers to complement the Eco-Meet experience. Whether it's a keynote address or a full-day team-building eco-experience, Fairmont's eco-programming educates delegates. There are also paperless services available for events including a dedicated TV channel to provide information and updates to delegates,

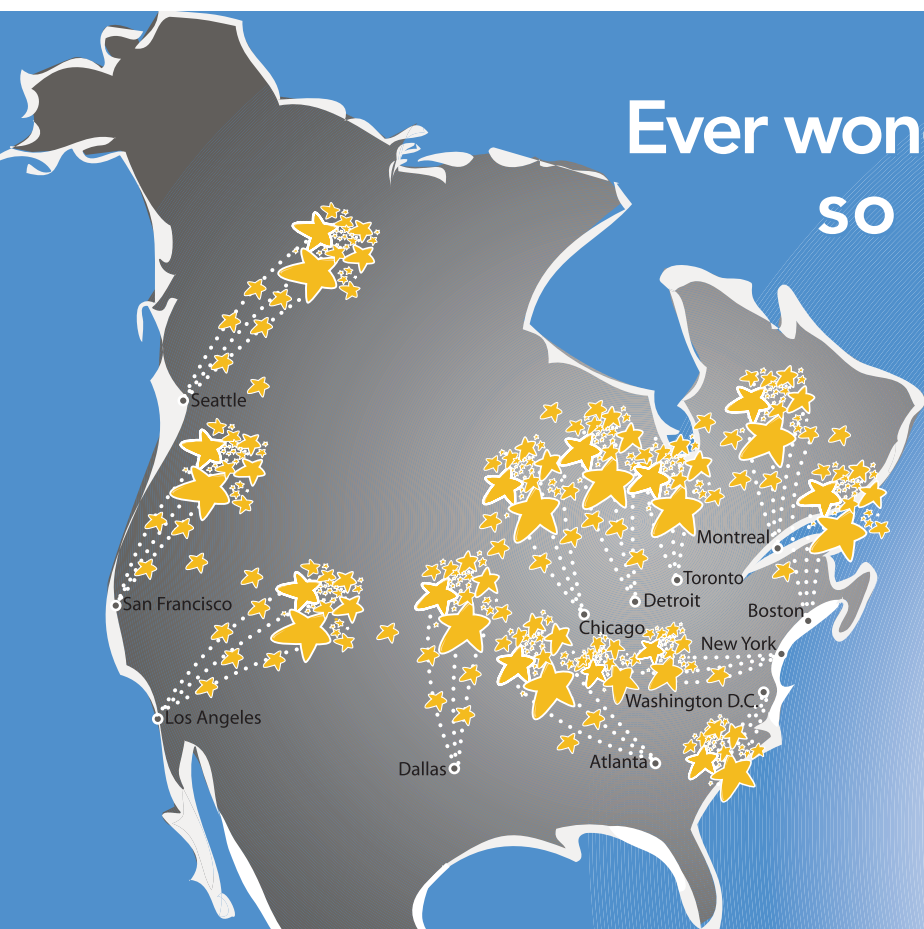
electronic paperless check-in/check-out and e-mailed contracts and information used where possible. The chain will also assist meeting planners to offset their event's greenhouse gas emissions by purchasing green tags/energy certificates.

#### **Overall results**

The partnership has considerable PR value for the company as it demonstrates Fairmont's commitment to CSR. This is increasingly important as the environment is more top of mind for mainstream consumers and media, and is fast becoming a factor in determining both destination and accommodation venues.

The program has been recognized with numerous awards including the 2006 Global Tourism Business Award from the World Tourism & Travel Council, that recognizes the best example of responsible practices within the tourism industry. It has allowed the chain to show that being green is good for business with demonstrated case studies of capital works improvements and ROI.

Above all, Fairmont's CSR platform has allowed the Green Partnership to become a point of differentiation for the brand.



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### Marketers

#### Glenda Hummel SVP, Scotiabank

Glenda Hummel oversees

Scotiabank's efficiency and service-level strategies. During 20+ years at the bank, she has held senior positions in areas such as retail branch network, product development and operations. For over three years she's sat on the bank's donations committee. Her community activities include work for St. Michael's Hospital, Ernestine's Women's Shelter and Famous People's Players.

#### Kim Warburton Communications/PR leader, General Electric Canada

Kim Warburton handles media relations, communications, brand and public relations at GE. She has over 20 years of experience in communications, with expertise in running CSR programs. Before joining GE she was Bell Canada's



director government relations/community development. Active in the community, her work includes vice-chair, Trillium Hospital Foundation and director of Actua, which delivers

science and technology programs to youth.

### CSR Experts

#### Marc Stoiber Founder, Change

Marc Stoiber runs Change, which he founded in fall 2005, with a mission to fast forward sustainable products and services into the mainstream. His advertising career began at Grey Hong Kong. From there he went to BBDO

Düsseldorf in Germany, then to Palmer Jarvis DDB in Vancouver. In 1999, he was made CD of PJDD's Toronto office. A year later, he became ECD at Grey in Toronto then in Vancouver, before leaving to create Change.



#### Tracey Rees VP, director of strategic and creative planning, Manifest Communications

Tracey Rees leads strategic and creative planning at Manifest,

whose clients include

Habitat for Humanity, Nature Conservancy of Canada and Unilever.

Before joining Manifest in 1997, she was strategic planning director at Enterprise

Advertising and an account director at JWT.

Outside the office her activities include: board member, St.

Stephen's Community House and board advisor for Students for a Free Tibet.



### Brand Experts

#### Will Novosedlik Partner, Chemistry Corporation

Will Novosedlik links brand strategy to organizational performance and customer experience for clients across Canada in telecom and retail,



among others. Before co-creating Chemistry, he was senior consultant for the brand experience and strategy team at Oskar Mobil (now Vodafone), based in Prague, Czech

Republic. He was also a member of Taxi's senior strategic team from 2001 to 2003. He co-founded Chemistry in 2004.

#### Ken Wong Professor of business, Queen's School of Business

Ken Wong teaches

marketing and business strategy at Kingston, Ont.'s Queen's University. He is the co-author of *Basic Marketing*, one of the key textbooks in Canada.

Among his honours, in 2006

he was inducted into the Canadian Marketing Hall of Legends. His current research focuses on devices that assist organizations in becoming more market-oriented and how to enhance marketing productivity.



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## 2007 Internet Day Luncheon

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◀ By Mary Charleson ▶

## Brands that give back get back

There can be little doubt. There is a movement afoot and it's called social strategy. Call it caring, call it compassion; consumers are saying they value the impact that business has on their world.

Good corporate citizenship now matters. Recent polling of 1,200 people across Canada by Toronto-HQ'd Pollara reveals proof:

- 71% of women and 57% of men said they don't mind paying more for products that are produced in an environmentally responsible manner.
- 81% of women and 72% of men said they believe the time has come to deal with environmental sustainability.
- 73% of women and 66% of men said they are more apt to buy a brand that gives back to the community. This escalates to 90% for women 35-54 years.
- 84% of women and 76% of men said it's important to deal with businesses that make the world a better place through their actions. Eighty percent of people in Greater Toronto said it was important to them.
- 62% of women 35-54 said that an ad that demonstrates social responsibility resonates with them. There was an education and income skew. The higher the education or income, the more this mattered.

"We've noted in our research that women tend to be more passionate about social responsibility and become more so as they get older, where men tend to stay the same as they age," notes Michael Antecol, VP Pollara. "That said, these numbers indicate that social consciousness is important to both men and women."

Having a social strategy may well be the latest buzz, but brands where a social strategy has been at the core of their brand promise since inception, long ago realized the power it can yield. For those genuinely socially conscious brands, it was more about sharing customer values than becoming a successful brand. When it's honest and those shared values make an emotional connection with customers, good brands become great brands. They own a distinctive position in the

marketplace and often keep their customers for life.

Just look to the success of Mountain Equipment Co-op. Their core values state: "We conduct ourselves ethically and with integrity. We show respect for others in our words and actions. We act in the spirit of community and co-operation. We respect and protect our natural environment. We strive for

or community project. Their Enviro-Visa contributes 5% of member spend to support environmental causes. They have Clean Air Car loans at a reduced rate to support the purchase of hybrid vehicles. And their Bright Ideas Home loan supports improvements to lessen environmental impact.

It is important to keep in mind that social strategy needs to be at the heart and soul of a



## We make a profit because we do good things. We don't just do good things to make a profit

personal growth and continual learning." And they just happen to have sold \$221.4 million in products for wilderness recreation pursuits last year doing it.

Vancouver-founded Vancity credit union is another great example. They are driven by a triple bottom line of financial returns, social returns and environmental returns. Their brand promise is "Balanced prosperity." Vancity CEO Dave Mowat states: "We make a profit because we do good things. We don't just do good things to make a profit." They donate 30% of profits to members and the community each year. Last year that was \$12 million. They award \$1 million annually to an organization supporting a social, environmental

business, and not applied like philanthropic lipstick at the end. When it is part of the very essence of the brand, it breeds a profound emotional connection with consumers.

Consumers are increasingly searching for sources of meaning and trust. They're looking deeper, and they're turning to brands that support their values and connect with them on an emotional level. Having a social strategy now matters.

Mary Charleson, MBA is president of Charleson Communications, a Vancouver-based company specializing in market research, strategy and advertising development. She can be reached at [mary@charleson.ca](mailto:mary@charleson.ca).





◀ By Will Novosedlik ▶

## Renovation retail: The taming of the screw

On any given evening, you will find my wife watching at least one home improvement show. Reality TV seems to have found the perfect bedfellow in home makeover shows. Whether we are talking about Anna Simone or Glen Peloso or Steve and Chris, suddenly there are designer people in my home every day using my wife as a medium to repeatedly deliver the same message: This House Sucks!

She is apparently not alone. According to a recent survey conducted by U.K.-HQ'd Synovate, 27% (or 3.5 million) of Canadian households will be renovating or remodeling in 2007. That represents \$12 billion at retail for all types of home improvement projects, with bathrooms and kitchens at the top of the list.

And where will they spend that money? Primarily two stores, with a third on the way later this year: Home Depot, Rona, and soon, Lowe's. So when the TV program is over and the kitchen fantasy is actively building in my wife's imagination, we head out to Home Depot and Rona, just to "look at stuff."

Rona positions itself as the "Canadian how-to people." Home Depot says: "You can do it. We can help." Lowe's says: "Let's build something together." To me, this all sounds pretty much the same, except one is Canadian. So there really is only one thing left to differentiate them. You guessed it – experience.

Rona's current TV spots turn Do-It-Yourself into Buy-It-Yourself, wherein a young couple see a bathroom reno display and like it so much that they fold the bathroom into a shipping crate and roll it out of the store. This little piece of hyperbole reads like a "See ya, raise ya" jab in the kitchen and bath display wars with Home Depot, in which the two duke it out for the attention of people like my wife.

Therein lies the secret behind the big box reno retail business. It's becoming a woman's world. And what a brilliant idea that is. Why would you target the weekend do-it-yourself male who might want to come in and play with the power tools when it's his wife who is at home hatching a plot to tear the kitchen apart and build a new one? You're going to follow the money.

As retail consultant Paco Underhill has written: "The retail hardware industry has gone from an 'Erector set' mentality to a 'Let's play house' approach." So the kitchen and bath sections are designed for women. Men can go



### The shift in interest towards **boomer women** was **Lowe's' idea** in the first place

to the lumber section and the Tool Zone. They like to get in and out quickly, so these areas are functional and mechanical. But the model kitchens and bathrooms are for shopping, which is something women do a lot better. And many of them are managed by design-savvy women, who, as consultant Tom Peters loves to point out, are much better salespeople than men. They listen. And that is important when you are making such a high-involvement purchase.

So what, if anything, sets these brands apart? Rona and Home Depot follow very similar formulas. Warehouse space, tall industrial-strength shelving, concrete floors. Experienced and knowledgeable salespeople. Everything from the tools to the finished product, depending on your interest and ability.

Both have very sticky websites, with all kinds of features to feed the kitchen or bathroom fantasy. Rona's Virtual Decorator allows you to take a digital photo of your room and drop it into an application that will change the colours and finishes to suit your taste. Home Depot's online catalogue (dubbed the DreamBook) will automatically pop up a price and product description for anything that you roll over in the photographs.

Both these retailers still have builders and do-it-yourselfers as customers. As a would-

be DIYer, my own experience is that help at Rona seems a little more accessible, but both employ experienced tradespeople. It's just that they appear to be spending more of their money these days on providing women with the inspiration and the tools they need to design, plan and budget their dreams. Because you know their husbands will never get around to it.

One thing that sets Home Depot apart is its Eco Options program, an environmentally savvy approach to product selection that has been so successful in Canada that it is now rolling out in the U.S. As important and laudable as that may be to the community, will it sustain sufficient differentiation?

Lowe's' challenge will be to steal a slice of the market away from the incumbents. The fact is that the shift in interest towards boomer women was Lowe's' idea in the first place. Based on the fact that Lowe's also has a robust CSR strategy and a less industrial store environment, which appeals to women, it may just break the experience stalemate.

*Will Novosedlik is partner at Toronto-based Chemistry, a brand collaborative which links strategy to communication, organizational performance and customer experience. He can be reached at will@chemistrycorp.com.*

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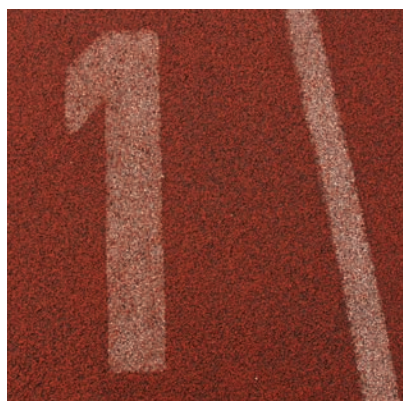
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